

SECTION 2: OUR PEOPLE



OVERVIEW

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

The Human Resource (HR) Services Unit is dedicated to delivering best practice in HR management for every employee. The HR Services 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.

The HR Services Unit 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, graduate development programs and traineeships.

The HR Services unit is also responsible for providing 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 into the future.

SECTION 2: OUR PEOPLE

EMPLOYEES BY CLASSIFICATION

Classification	Staff at 30 June 2014	Staff at 30 June 2015
AO2	9	5
AO3	6	6
AO4	15	16
AO5	13	15
AO6	15	9
AO7	15	18
AQF3A	1	0
EO1C	2	0*
EO2	1	0
EO2C	5	7
EO3C	1	1
EO5C	1	1
GRADT	1	2
ICS	0	1
P1	7	9
P2	30	33
P3	30	31
SAO1	7	9
SAO2	10	9
SBA	1	2
SP1	23	20
SP2	1	2
T1	3	3
T2	17	19
T3	41	42
T4	17	16
T5	5	5
T6	2	1
Total	279	282

Source: Personnel Information Payroll System

Note: Figures based on headcount of ongoing, fixed term and casual employees

*As at 30 June 2015, there were two ECO1 employees both were acting as ECO2

Key Points

- 282 people were employed by the department and throughout the Territory including in the major centres of Alice Springs, Tennant Creek, Katherine and Darwin, and at remote locations including Batchelor and Maningrida
- 64 percent of staff were employed in the technical and professional streams, 31 percent in the administrative stream and the remaining 5 percent in the executive and trainee streams
- One person was employed on a casual basis while 53 were fixed period (temporary) and 228 were ongoing (permanent)
- Key initiatives implemented included a learning management system, 'Voice of the People' program, Combat Bullying initiative and online forms
- Expenditure on learning and development totaled \$423,845 and averaged \$1,503 per employee
- Eight face-to-face induction programs were conducted for new department employees throughout 2014-15 in Darwin, Katherine and Alice Springs
- The Combat Bullying initiative continued with over 73 percent of department staff participating in the program
- 41 employees and/or family members accessed the department's Employee Assistance Program

RECRUITMENT AND RETENTION

RECRUITMENT

During 2014-15, 76 employees were recruited to the department. The table below provides details of recruitment undertaken during the year.

Employment Status	Commencements 2013-14	Commencements 2014-15
Ongoing (Permanent)	28	33
Fixed Period (Temporary)	20	42
Fixed Period (Casual)	0	1
Total	48	76

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

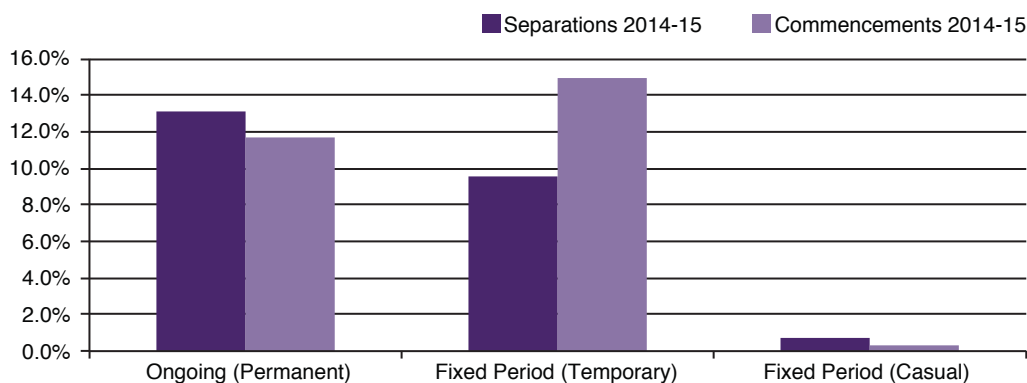
The employee separation rate for 2014-15 decreased by 3.5 percent from 2013-14. The table below provides details of the employee separations.

Employment Status	Separations 2013-14	Separations 2014-15
Ongoing (Permanent)	45	37
Fixed Period (Temporary)	30	27
Fixed Period (Casual)	0	2
Total	75	66

Source: Personnel Information Payroll System

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

Staff Movements



DIVERSITY

The department celebrates its diverse, unique workforce and is committed to recognising and supporting its employees. It promotes a 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 encouraging employees to participate in programs such as combat bullying, merit selection, anti-discrimination and employee assistance program. It also provides relevant policy and procedures to support equity and diversity in the workplace.

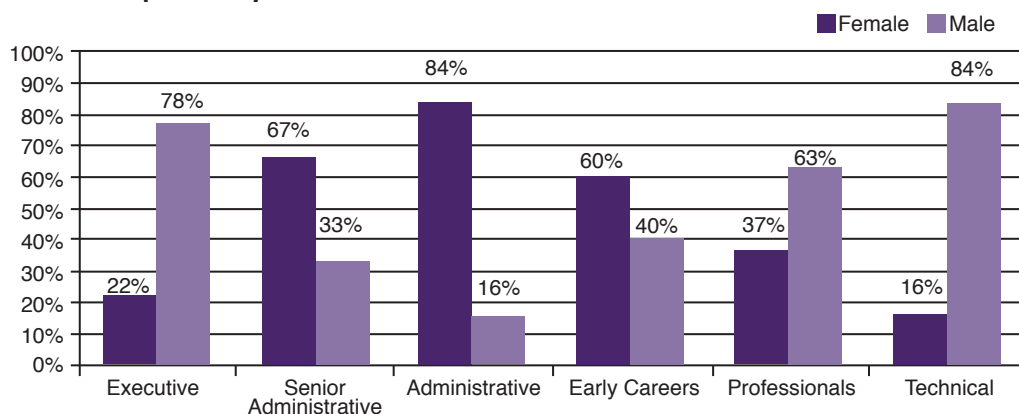
The department has undertaken several measures to support an inclusive workplace, most notably through its cultural awareness training program. This training aligns with the Northern Territory Public Sector Cross Cultural Framework and aims to support a culturally competent and informed workforce.

In 2014-15, 6.3 percent of employees identified themselves as Indigenous, with no change to the figure since 2013-14.

GENDER COMPARISON

The gender comparison increased slightly for males from 53 percent in 2013-14 to 56 percent during 2014-15. Conversely, the number of females declined by 3 percent during 2014-15.

Gender Comparison by Classification Stream



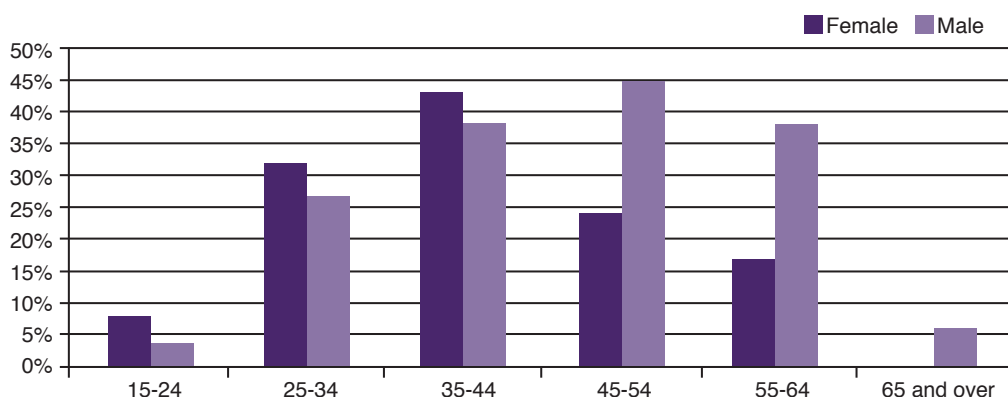
WOMEN IN LEADERSHIP

The department continues to actively support the development of women in leadership roles across the department. Opportunities for professional development and networking such as the NT Women’s Leadership Symposium were promoted throughout the department.

As at 30 June 2015, 40 percent of the department’s Governance Board members were female.

EMPLOYEES BY AGE AND GENDER

As at 30 June 2015, the department had a total of 282 employees, 158 of which were male and 124 female. Some 29 percent of employees are aged between 35 and 44, which is the largest proportion of employees out of each of the age groups. The most significant difference in comparing gender per age group is within 55 – 64 with 31 percent female and 69 percent male. The department has no female employees aged 65 and over.



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.

The Personnel Evaluation System Agreement (PESA) process and system continues to encourage 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. Each division has a specific business plan which enables individuals to set goals and gives them clear sight to the department's Strategic Plan. In 2014-15, 66 percent of employees participated in the electronic PESA process.

The performance management workshop, 'Dealing with Tough Stuff', was delivered in 2014-15 to continue to support the PESA process. The workshop is designed for managers, supervisors and employees to develop an understanding of human behavior and attain communication techniques to facilitate productive performance management conversations. Two half-day workshops were delivered in Darwin during April with 21 employees participating in the program.

GRIEVANCES AND COMPLAINTS

The HR Services Unit continued to provide support to managers and employees on matters including:

- grievance reviews
- discipline
- 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 department received no internal complaints or Section 59 Grievances during 2014-15.

Performance and Inability

The HR Services Unit provides advice to managers on a case by case basis. No inability cases were dealt with during 2014-15.

Discipline

The Discipline Policy and supporting procedures are available for employees on the department's intranet site. HR consultants work closely with managers to ensure processes are followed correctly. No Section 49 disciplinary action was undertaken in 2014-15.

KEY INITIATIVES

Voice of the People

The Department's 'Voice of the People' (VoP) project was created to assess the department's progress against its strategic goal, which is to 'inspire and support a workplace culture that is collaborative, respectful and accountable'. The project commenced in September 2014 through a series of employee discussion groups and was subsequently developed into an ongoing culture program for the department.

The VoP project milestones included:

- Employee discussion groups held in Darwin, Alice Springs and Katherine throughout September 2014 to gain insight into the current department culture

SECTION 2: OUR PEOPLE

- A VoP report which was produced and presented to the Governance Board (formerly Executive Management Group) with collective views from the employee discussion groups. The report highlighted key areas for improvement and recommended actions
- An engagement strategy and key actions which were endorsed by the Governance Board (formerly Executive Management Group) in November 2014 and the program commenced thereafter
- Participation in the Northern Territory Public Sector People Matter Survey in November 2014 which was widely encouraged throughout the department to further inform progress of the VoP project and identify key areas for action.

Key achievements for the program throughout 2014-15:

- Delivering a 'Fostering DLRM Culture' workshop for the Governance Board (formerly Executive Management Group) and department leaders
- Finalising and implementing business plans across all department divisions
- Completing a user-focussed review of the intranet. A 'new look' intranet is currently being developed with improved homepage layout, content and search functionality
- Reviewing the Corporate Induction program and process
- Recognising 18 employees through the Reward and Recognition Scheme which included 10 individuals and two teams. Afternoon tea was also held on 18 June 2015 to celebrate recipients over the previous 12 months
- Setting a 100 per cent completion target for combat bullying program to support the department's zero tolerance for bullying policy. As at 30 June 2015, 73 percent of employees across the department had participated in the program.

The VoP program is ongoing and has aligned with the priorities of the Northern Territory Public Sector through the People Matter Survey.

Learning Management System

The department is highly committed to growing and investing in its people through professional development and training opportunities. Throughout 2014-15 the department implemented an online learning management system, MyLearning, to capture and manage all employee learning records, and to deliver suitable eLearning courses to employees.

The MyLearning system was approved by the Governance Board, formerly Executive Management Group, and implemented on 1 December 2014. Since this time, 5186 historical and new training records for employees have been added to the system.

Stage two of the project commenced in March 2015 which included a review of key corporate learning programs with a view to develop suitable courses in an eLearning format. The Corporate Induction and the Northern Territory Public Sector Merit Selection courses were identified as priority courses for review and development into an eLearning format.

Both courses have been reviewed and are in the development phase with both expected to be available through MyLearning in late 2015.

Combat Bullying Initiative

In line with the new provisions to the *Fair Work Act*, the department began introducing the Combat Bullying Program during 2013-14. This focusses on providing the tools to senior managers to deal with potential workplace bullying. Throughout 2014-15, senior managers participated in the second workshop from stage one, which included:

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

SECTION 2: OUR PEOPLE



Stage two of the program commenced in October 2014 and included a half day Combat Bullying workshop for all employees. Workshops have been delivered in Darwin, Katherine and Alice Springs with a total of 207 employees attending the program throughout 2014-15.

The department is committed to zero tolerance for bullying. To further encourage respectful workplace behaviour, a 100 per cent staff participation target was set through its 'Voice of the People' program. As at 30 June 2015, 73 per cent of employees had completed the program.

HR Online Forms

The department has continued to develop and implement a range of online forms to replace paper-based forms. The online forms provide an easy way to capture accurate data for reporting, complying with legislative requirements and reducing red tape to allow for efficient administrative processes.

LEARNING AND PROFESSIONAL DEVELOPMENT

The department 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 \$423,845 – equating to \$1,503 per person - on employee learning and professional development in 2014-15.

The department provides information on the 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 2014-15

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 and costly for remote employees.

The HR Services Unit, through a learning management system, continues to investigate cost effective training options, particularly for our remote employees.

Study Assistance

Four employees accessed study assistance during 2014-15 to undertake studies ranging from certificates to masters level programs. The department supports employees gaining relevant professional and technical skills through higher education studies. The financial assistance equates to an average rate of \$1,553 per employee.

Areas of study supported in 2014-15 included:

- Master of Environmental Management
- Bachelor of Commerce
- Certified Practising Accountant Program
- Doctor of Philosophy
- Professional Doctorate Degree.

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
- Combat Bullying Program
- Performance Management Conversations
- Clear Writing and Better Ministerial Writing Workshops.

Corporate Induction

The purpose of the Corporate Induction program 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 (National Uniform Legislation) Act*.

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 eight face-to-face corporate induction sessions which 33 department employees attended in 2014-15. Sessions were held in Darwin, Katherine and Alice Springs.

Code of Conduct

Code of Conduct workshops were held in conjunction with the Corporate Induction and are designed to enhance employees' knowledge of ethical business practices and 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 the *Public Sector Employment and Management Act* and Employment Instruction 12, Code of Conduct. 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.

Ten Code of Conduct workshops were held during 2014-15 with a total of 55 department employees attending. Sessions were held in Darwin, Katherine and Alice Springs.

Cross Cultural Training

During 2014-15, the department continued to implement the 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.

Seven workshops were held in Darwin and Alice Springs during 2014-15 with 19 department employees completing the program. The program will continue to be offered to remaining staff throughout 2015-16.

Merit Selection Training

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

Merit selection training was offered during 2014-15 and was facilitated by the Office of the Commissioner for Public Employment’s Public Sector Appeals and Grievance Reviews Unit. In preparation for changes to the Northern Territory Government recruitment process, all employees were encouraged to attend merit selection training.

Sessions were held in the Darwin, Katherine and Alice Springs and a one-off corporate session was also delivered for the department to further support changes and allow for a smooth transition to the revised recruitment process. A total of 29 employees attended merit selection training during 2014-15. Training will continue to be offered throughout 2015-16.

Clear Writing and Better Ministerial Workshops

The department offered Clear Writing and Better Ministerial Writing workshops to 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 Better Ministerial Writing workshop incorporated the clear writing basics with a focus on all kinds of ministerial documents including drafting letters in reply. The workshop also considered the perspectives of a Minister’s office and ministerial liaison/secretariat.

Two Clear Writing workshops and one Better Ministerial Writing workshop was offered to employees during 2014-15 with 10 employees attending.

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 department.

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 2014-15, the department continued to sponsor two employees to attend the Flinders University program. Both completed the program in 2014-15.

Discovery – Women as Leaders Program

In 2014-15, one employee 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.

SECTION 2: OUR PEOPLE

Future Leaders' Program

In 2014-15, two 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 2014-15, one employee completed 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 Northern Territory Public Sector executives to increase their strategic awareness, build strong executive networks and develop a whole of government perspective.

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 2014-15, the department supported two school based apprentices who are undertaking, a Certificate II in Business; and a Certificate III in Conservation and Land Management.

Both school based apprentices are expected to complete their courses in 2016 and 2018 respectively.

Graduate Development Program

The department's graduate development program offers a one or 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 employed three graduates during 2014-15, all three are expected to complete the program in 2015-16.

Indigenous Cadetship Support

The Indigenous Cadetship Support (ICS) program is a career development program which enables Indigenous students undertaking an undergraduate degree to gain professional qualifications and work experience required for a range of jobs within the Northern Territory Public Sector.

In 2014-15 the department employed one student who is expected to complete the ICS program in 2016-17.

STAFF RECOGNITION AND ACHIEVEMENTS

Recognition and Reward Scheme



A Recognition and Reward Scheme continued in 2014-15 with the aim of recognising and rewarding employees, either as individuals or as part of a team, for outstanding contributions that support the department's values, strategic goals and objectives.

During 2014-15 a total of 18 employees, including 10 individuals and two teams, received a monthly staff achievement award through the Recognition and Reward Scheme. Afternoon tea to celebrate award recipients over the 12 month period was held on 18 June 2015.

NB: The Recognition and Reward Scheme was rolled into the broader 'Voice of the People' project in October 2014.

The awards were presented to:

- **Financial Accounting Team, Corporate Services - Rachele McMillan, Rabiah Farooqi, and Susie Traut**
The award recognised the outstanding efforts of the Financial Accounting team in managing the production of financial statements for the seven entities under the shared services arrangements, as well as the provision of advice and assistance to complete end of year financial audits, and an agency review. Furthermore, the team has also overhauled end of year processes to ensure accuracy and efficiencies for future years.
- **Cherie Jackson, Executive Officer, Water Resources**
Cherie provides high quality services to staff within the Water Resources Division and has demonstrated a consistent work ethic and collaborative approach. Cherie also actively fosters a respectful work environment and makes concerted efforts to ensure all staff in the Water Resources division feel valued and their opinions are well represented.
- **Mark Gardener, Program Manager, Weed Spread Prevention, Rangelands**
Whilst working in the Weed Management team within Rangelands, Mark has quickly and effectively built strong professional working relationships across a broad range of stakeholders including government agencies, Indigenous land management organisations, industry and the community. Mark was recognised for his work in developing mutually beneficial, strategic approaches to weed management, as well as an improved approach to weed management practices within road corridors of the Territory.
- **Keith Saalfeld, Senior Scientist, Wildlife Use and Pest Animals, Flora and Fauna**
Keith managed the aerial survey for water buffalo in Arnhem Land covering an area of 92,000 square km. The survey was conducted in two stages and involved three department personnel, one Parks and Wildlife Ranger, one consultant and a pilot. The data collected during the survey will be used to develop a management strategy for water buffalo across Arnhem Land.

SECTION 2: OUR PEOPLE

- **Lauren Firby, Land Management Officer, Rangelands**
 Lauren's role requires her to champion better land management practices in relation to erosion and sediment control and the assessment, negotiation and acceptance of erosion and sediment plans. At times this can be challenging, as this involves working mainly with developers, consultants and contractors whose priorities are generally not on managing erosion and sediment control. Lauren's nomination recognised her consistent high level commitment to her work.
- **Ian McMasters, Drilling Supervisor, Water Resources**
 Ian managed a large project in Pedirka Basin for the South Australian Government, which involved drilling of very deep bores over 500m. Ian has been a long term staff member with 25 years in the drilling crew and excels in his work. Ian's nomination recognised his great work ethic and his professionalism in supporting his team, including the training of his Indigenous crew and the way he maintains and manages very expensive fleet machinery.
- **Edwin Edlund, Media Manager Communications and Media, Corporate Services**
 Edwin provides strategic advice, adhering to a whole of government approach and ensures an effective working relationship exists with media organisations on a local, national and international level. Edwin manages the media extremely well; resolves conflicts and handles difficult situations with remarkable patience and admirable tact. He is also extremely good at identifying proactive media opportunities that promote the services and programs of the department. Edwin is extremely astute and aware of the wider political environment and is a great source of advice and insight.
- **Bill Cumberland, Principal Land Management Officer, Rangelands**
 Bill consistently demonstrates a high level of commitment to his work and goes about his business on a day to day basis with minimal fuss. Bill's ability to establish and maintain great working relationships with a wide range of people from the construction industry and Northern Territory Government personnel has been instrumental in getting industry to recognise the importance of erosion sediment controls.
- **James Newman, District Weed Officer Darwin, Rangelands**
 James' main focus is managing the Gamba Grass Assistance Program. Over the 2013-14 wet season, James coordinated the maintenance of the array of spray equipment and herbicide supply to over 1000 participants at nominated distribution points, inspected control results of 38 properties and collected data from over 70 interviews with community members.
- **Alice Springs Flood Forecasting Team - Anna Sheridan and Jonathan Diment, based in Alice Springs, with support from Darwin based forecasters: Anthony Easman, Jerome Paiva and Lakshman Rajaratnum.**
 The team worked together to provide timely and accurate advice to Northern Territory Emergency Services during the 1 in 10 year flow/flood event which took place over four days in Alice Springs in early January 2015.
- **Jami Soloman, Senior HR Project Officer, HR Services, Corporate Services**
 Jami managed the implementation of the Personnel Evaluation System (PES) and the Learning Management System (LMS). Both systems are initiatives that will enhance processes and procedures and drive performance improvement and efficiency in the department and will also be used across client agencies.
- **Kath Jefferies, Senior HR Consultant, HR Services, Corporate Services**
 Kath demonstrates superior professionalism, flexibility and an innovative approach to managing human resource matters for the department. Staff and management within the department heavily rely on Kath's expertise to navigate through difficult human resource matters and the high level of service that she provides has led to countless positive outcomes for the department.

Staff Achievements

Dave Miller Retires After 50 Years Service



Dave Miller retired in December 2014 after 50 years service. Dave was involved in every major water project in the Northern Territory since the 1960's in a career dedicated to drilling. Dave travelled thousands of kilometres and worked and lived away from his family in some of the harshest and most remote locations in the country to provide recognisable benefits to clients, the Territory and the department.

Cyclone Response and Recovery

The department contributes significantly to emergency management procedures throughout the Northern Territory. This year, Tropical Cyclone Lam impacted upon the small Arnhem Land communities of Galiwinku and Milingimbi, which led to the department establishing a team to assist with the recovery efforts. The following employees assisted with this recovery:

- Ms Laura Verney who supported the Police and Emergency Services media team at the Peter McAulay Centre
- Mr Lakshman Rajaratnam and Mr Simon Cruickshank who provided flood forecasting and accurate water catchment advice and information
- Ms Jasmyn Phipps, Mr Joshua Fisher, Mr Damian Roebuck, Mr William McLeod and Mr Michael Carter who were tasked to clearing fallen vegetation from house yards and community utilising chainsaws and small machinery
- Mr Robert Moloney who contributed to the establishment of an accommodation centre at the Galiwinku community.

2014 Chief Minister's Awards for Excellence in the Public Sector



The department's contribution to the Territory was recognised at the 2014 Chief Minister's Awards.

The department's four finalists were:

- Tiwi Island Economic Development
- Integrated Land Resource Spatial Information Management System
- Soil and Land Information Across the Territory
- Batchelor Bushfires NT: Partnering with the rural community for stronger bushfire management

The winner of the Chief Minister's Award for *Developing the North* went to the Rangelands Division's Soil and Land Information Across the Territory.

The department was also recognised for its contribution through Rangelands, Water Resources and Flora and Fauna Division to the Tiwi Island Economic Development which received the Chief Minister's Award for *Building Regional and/or Remote Economies*.

Batchelor Bushfires NT: Partnering with the rural community for stronger bushfire management was highly commended.

WORKPLACE 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* 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
- review of current policies, procedures and systems
- regular committee and workplace meetings.

The Governance Board 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 Governance Board member who reports quarterly to Governance Board.

Workplace Health and Safety

The department is committed to the health, safety and welfare of all its employees and continued to work in conjunction with the Department of Corporate and Information Services (DCIS) Workplace Injury Solutions Unit to provide its WHS program.

The department also continues to utilise DCIS WHS Advisory services, including advice and assistance and compensation claims management.

As part of the WHS framework, committees are established within each of the divisions across the department.

A review is currently underway to ensure all policies and procedures across the department comply with the *Work Health and Safety (National Uniform Legislation) Act*.

Work Place Incidents

A total of 20 incidents were reported during this reporting period, five more than for 2013-14. A total of \$386,577 was spent on these claims, which was \$220,073 less than in 2013-14.

Incident Type	2013-14	2014-15
Incidents with Claim Status	6	4
Incidents without Claim Status	9	16

Employee Assistance Program

The department has a formal Employee Assistance Program (EAP) with four providers available under the Northern Territory Government's panel contract.

The EAP is a confidential counselling service for employees and their family members seeking assistance with personal, family and workplace issues that may be affecting their work performance, productivity and wellbeing. The EAP also provides support to managers and employees on specific workplace issues.

In 2014-15, 41 employees and/or their family members, accessed the department's EAP program.

Flu Vaccination Program

The department continued its Flu Vaccination Program in Darwin, Katherine and Alice Springs.

SECTION 3: PERFORMANCE REPORTING



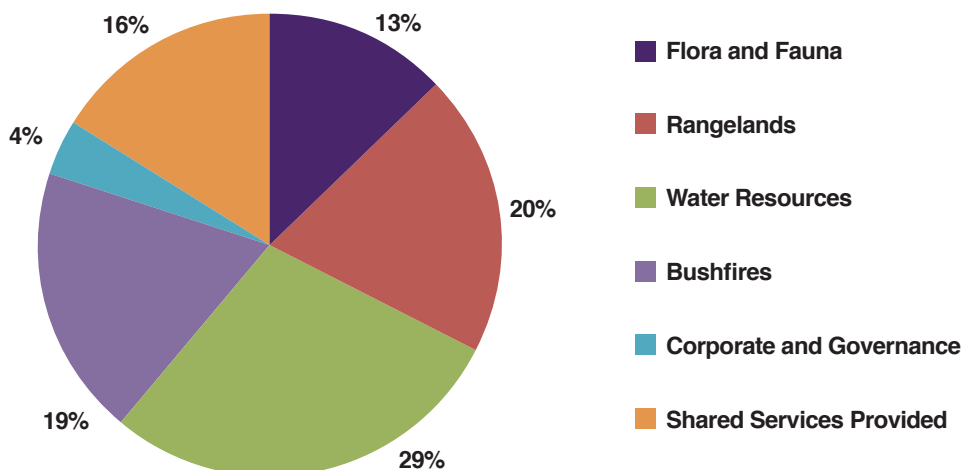
FINANCIAL SNAPSHOT

INCOME

In 2014-15, the department received income of \$50.3 million against a budget of \$50.5 million for:

- Northern Territory Parliamentary appropriation of \$35.7 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 Government Business Division for the provision of corporate services of \$4.7 million
- Other goods and services revenue consisting of works performed by the department for external parties worth \$1.8 million
- Grants and subsidies received from the Australian Government and other external parties totalling \$4.4 million
- Notional revenue for corporate services provided by the Department of Corporate Information Services recognised at \$3.7 million.

Income by Output



SECTION 3: PERFORMANCE REPORTING

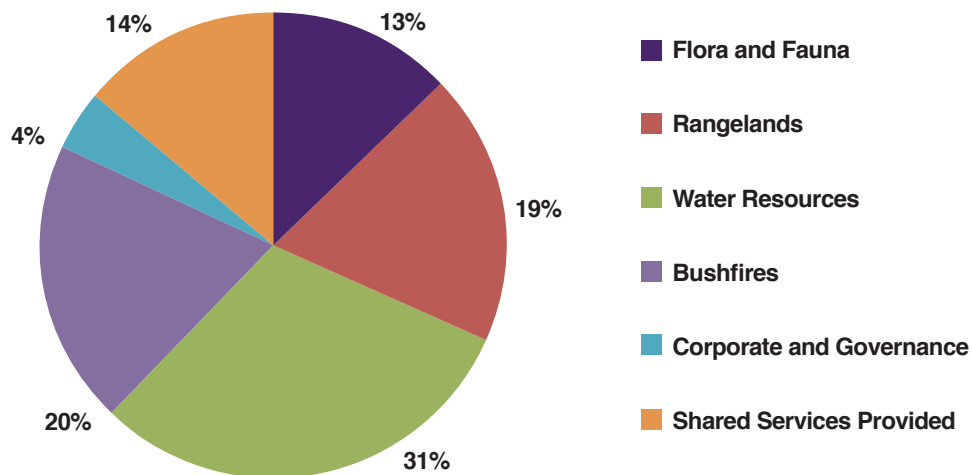


EXPENDITURE

During 2014-15 the department’s expenditure totalled \$51.6 million, against a budget of \$52 million for:

- Employee expenses that represented 53.2 per cent of the total expenditure or \$27.5 million
- Goods and services expenditure of \$15.2 million
- Repairs and maintenance of assets of \$1 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 \$4.8 million including depreciation charged on the department’s asset portfolio and the matching notional expenses charged by the Department of Corporate Information Services.

Expenditure by Output



OUTPUTS AND PERFORMANCE

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

The department's outputs are detailed below.

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 their conservation, management and sustainable use.

Key Deliverables	2013-14 Actual	2014-15 Budget	2014-15 Actual	2015-16 Budget
Number of spatial biodiversity records for the Territory	1.76M	1.86M	1.85M	1.87M
Number of biodiversity information requests met	2400	2400	2400	2500
Number of active inventory, monitoring and applied research programs	35	35	35	34
Number of management programs in place for sustainable wildlife use.	6	7	6	7

Achievements 2014-15:

- Curated and updated authoritative databases documenting c. 1.8 million locality records for all Northern Territory flora and fauna species, and made these accessible to stakeholders through the NR Maps NT and Atlas of Living Australia web portals
- Completed a book documenting Batjamalh, Emmi and Mendhe bio-cultural knowledge, and continued to work with traditional owners and communities in the Wadeye, Roper and Gulf regions to document and preserve Indigenous knowledge of plants and animals
- Continued 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. This included maintaining two cat-free enclosures in Kakadu National Park, and working with Indigenous rangers in Warddeken, Djelk and Anindilyakwa Indigenous Protected Areas and on Fish River Station
- Completed, in collaboration with INPEX, the leading-practice monitoring program for dolphin populations in greater Darwin Harbour during the marine construction phase of the Ichthys Project
- Implemented comprehensive assessments of dolphin and dugong populations around the Northern Territory coastline, which will significantly improve understanding of the distribution and status of marine mammals in Territory waters
- Completed the five-year biodiversity monitoring cycle for long-term sites in Nitmiluk and Kakadu National Park, and established long-term biodiversity monitoring sites in Watarrka National Park, to support effective management of these important Territory conservation assets
- Published a guide to the use of remote cameras for wildlife survey in northern Australia, which is an important new tool for land managers to monitor wild animal populations
- Contributed to the development of a Threatened Species Strategy for Kakadu National Park and supported the development of the first national Threatened Species Strategy
- 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, to inform sustainable management of these iconic species

SECTION 3: PERFORMANCE REPORTING

- Reviewed the Northern Territory Saltwater Crocodile Management Plan and associated Wildlife Trade Management Plan, including significant streamlining of regulatory processes which will assist the continuing growth of the Northern Territory crocodile industry
- 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
- Completed assessment of biodiversity values in the Tiwi Islands agricultural development area and contributed to completion of the land suitability assessment report.

Priorities 2015-16:

- Implement the Northern Territory Saltwater Crocodile Management Plan 2016-2020 and support landowners and industry in developing other sustainable wildlife use enterprises
- Complete a Northern Territory Feral Animal Management Strategy and support landholders in strategic control of feral animals, including economic uses where feasible
- Implement the Common Assessment Method for listing threatened species agreed by all Australian jurisdictions, and start a review of threatened species status for Northern Territory flora and fauna
- Implement the Biodiversity Spatial Database Plan to strengthen management of corporate biodiversity datasets and improve visibility and functionality for external stakeholders
- Support the development and implementation of Integrated Conservation Strategies for major Northern Territory parks to protect and monitor important biodiversity assets
- Work with other Northern Territory Government agencies for the strategic assessment and management of key environmental assets in the greater Darwin region
- Complete and release *FloraNT*, the primary online resource for information on the Northern Territory's flora, including species checklists, plant descriptions, images, distribution maps, conservation and weed status, ecological attributes, and ethno-botanical information
- Provide desktop and/or on-ground assessment of biodiversity values and risks at property and regional scales as government priorities require.

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	2013-14 Actual	2014-15 Budget	2014-15 Actual	2015-16 Budget
Percentage of pastoral estate monitored in the year	11%	14%	14%	16%
Land clearing applications assessed	8	10	20	15
Area of land receiving weed extension services(000km ²) ¹	337	380	322	380
Land development proposals assessed ²	948	800	1001	900
Soil profile sites described and tested for land suitability assessment and mapping	19	90	496	280

1. Between May and July, weed management officers visited pastoral properties with an area of approximately 68,000km². This area was slightly less than expected as there were a high number of repeat visits to higher priority weed management and herbicide trial locations.
2. Development assessment proposals 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 number of proposals received.

SECTION 3 PERFORMANCE REPORTING

Achievements 2014-15:

- Began a four-year land and water suitability program of investigations across the Northern Territory to identify potential new agricultural precincts. Land suitability assessments commenced at Wildman River, Larrimah and Ali Curung on a mix of land tenures including pastoral leases and Aboriginal land
- Finalised an investigative land and water resource analysis on Bathurst Island and completed the *Biophysical Resources of North East Bathurst Island* technical report and mapping. The information will be used to assess suitability for a proposed 10,000 hectare agricultural and horticultural development precinct
- Provided support to the Pastoral Land Board which approved seven non-pastoral use applications under the *Pastoral Land Act*. This allows for greater diversification in using the pastoral estate for activities such as agriculture, horticulture, forestry, aquaculture and tourism. Major approvals included a permit for poppies in the Douglas Daly region, a permit for growing onions in Alice Springs and various tourism operations throughout the Territory
- Declared Neem as a weed under the *Weed Management Act* and developed a statutory weed management plan. A small scale program was introduced to assist landholders to control isolated infestations and plants where Neem is yet to establish
- Delivered the Gamba Grass Assistance Program in the Top End for the fifth consecutive year. Over 1500 individual landholders participated, representing a 50 per cent increase on the previous year
- Established and surveyed five long term monitoring sites for the presence and impacts of the Parkinsonia biological control agent, UU, in the Barkly and Victoria River District. Successful establishment was detected at three sites, which demonstrates the biological agent's resilience in an uncontrolled environment as a method of weed control
- Reconstructed two significant barrages in the Mary River, designed to reduce the natural progression of saltwater into the freshwater systems of the river and its floodplains. The \$2.5 million program utilised engineered design methods around the Mary River's Shady Camp area
- Completed a Mary River barrage structural condition report to document the locations, types and condition of existing barrages. The report will contribute to the overall Mary River saltwater intrusion repairs and maintenance program, including future designs and methods and inform future strategic management options
- Provided department advice to more than 1,000 development proposals for various Northern Territory Government agencies and authorities
- Conducted an on-ground rangeland monitoring program on 38 pastoral properties with 253 monitoring sites assessed.

Priorities 2015-16:

- Publish the final report, maps and data associated with the Larrimah and Bathurst Island Agricultural Land Suitability project
- Complete land suitability investigations for the Ali Curung, Wildman River and Tennant Creek West areas
- Commence a land suitability investigation at Wadeye and other northern area localities
- Finalise the Chinese Apple, Mesquite and Prickly Acacia Weed Management Plans
- Draft, publically exhibit and endorse a Weed Management Plan for Athel Pine (*Tamarix aphylla*) and Grader Grass (*Themeda quadrivalvis*)
- Drive a collaborative and strategic approach with landowners to weed management in the Katherine River Corridor
- Continue the Rangeland Monitoring Program on the Northern Territory Pastoral Estate using ground based and spatial monitoring methods
- Continue supporting the Pastoral Land Board and the economic development of the Northern Territory Pastoral Estate.

SECTION 3: PERFORMANCE REPORTING



OUTPUT: WATER RESOURCES

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

Key Deliverables	2013-14 Actual	2014-15 Budget	2014-15 Actual	2015-16 Budget
Number of water assessment projects completed ¹	N/A	N/A	3	4
Proportion of water allocation plans covered by annual water monitoring programs ¹	N/A	N/A	80%	85%
River, coastal regions and communities covered by flood risk mapping	25	26	26	28
Proportion of licensed groundwater use covered by current water allocation plans ²	48%	80%	56%	80%
Annual report cards on aquatic health of Darwin published.	Yes	Yes	Yes	Yes

1. New measure

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

Achievements 2014-15:

- Hosted the annual Water Forum in Katherine to share information with the community on water resource management
- Released the *Our Water Future* discussion paper and held regional workshops to facilitate community input into the development of a Water Strategic Plan
- Completed a resource analysis for soils, vegetation, water, and flora and fauna, and assessed suitability for a proposed 10,000 hectare precinct for agricultural and horticultural development on the Tiwi Islands
- Commenced a four-year land and water suitability program of investigations across the Northern Territory to identify potential new agricultural precincts
- Commenced the five-year review of the Katherine Tindall Water Allocation Plan
- Completed riverine flooding maps for the Elizabeth and Blackmore Rivers
- Constructed a new gauging station at Gourley on the Daly River to replace aging infrastructure and provide improved flood warning for the Daly River community
- Constructed a new gauging station on the Goyder River to provide flood alerting for the new Central Arnhem Highway bridge
- Constructed a new gauging station on the Roper River at Eley Homestead to inform assessments for the proposed Mataranka Tindal Water Allocation Plan and provide flood alerting for the community of Jilkminggan.

SECTION 3 PERFORMANCE REPORTING

Priorities 2015-16:

- Start a new program of fish movement monitoring in the Roper River to build knowledge of seasonal fish movements and key habitat areas
- Undertake a water quality program within the Katherine Tindall aquifer to establish baseline groundwater quality data and monitor for the presence of agricultural chemicals
- Start water resource assessments in the Ali Curung and Wildman River area and continue investigative drilling around Elliott and Barkly stock route
- Develop an overarching Northern Territory Water Policy
- 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
- Complete water allocation plans for the key Ooloo aquifer, Mataranka Tindal, Alice Springs and Great Artesian Basin water control districts
- Complete a five-year revision of Katherine Tindal Water Allocation Plan
- Replace the Keep River gauging station damaged by flooding in 2014.

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	2013-14 Actual	2014-15 Budget	2014-15 Actual	2015-16 Budget
Number of wildfire incidents attended by staff and/or volunteers ¹	N/A	N/A	409	200
Number of extension visits to properties ¹	N/A	N/A	176	100
Number of stakeholders trained ¹	N/A	N/A	440	400
Number of enforcement actions relating to the <i>Bushfires Act</i> , associated regulations, including firebreak compliance inspections	5212	5500	4732	5000
Number of trained volunteer brigade member firefighters	481	540	552	540

1. New measure

Achievements 2014-15:

- The West Arnhem Fire Management Agreement achieved a total carbon abatement of 178,800 t/CO₂-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 wildfire management
- Drafted policies and procedures to deliver a strategic fire break program
- Improved efficiencies through automation of the *Bushfires Act* Section 47 processes.

Priorities 2015-16:

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

SECTION 3: PERFORMANCE REPORTING



OUTPUT: CORPORATE AND GOVERNANCE

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

OUTPUT: SHARED SERVICES PROVIDED

Provide shared corporate and governance services to three 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, and communications and media.

Achievements 2014-15:

- Developed a department Information Management Strategy
- Reviewed the department's Governance Framework and identified accountability gaps
- Reviewed the Corporate Reporting Framework to ensure currency and relevance of information to support effective business decisions
- Developed and delivered web editing training for staff
- Mapped and managed the revaluation of all land, buildings and infrastructure assets across the Territory for four departments
- Completed the 'Voice of the People' survey through a series of employee discussion groups and subsequently established a 'Voice of the People' culture program
- Invested in a learning management system, MyLearning, to capture and maintain all employee training records and manage the delivery of corporate training
- Trialled a Corporate Services ticketing system to continue to improve the provision of advice and enquiry management for shared services
- Established online forms for five key HR administrative processes
- Developed a Corporate Services' Evaluation Framework and meaningful metrics
- Reviewed and further strengthened the department's Governance Framework and mapped accountabilities against our governance principles
- Delivered an internal audit program to test adequacy of the department's risk management, control and governance processes.

SECTION 3 PERFORMANCE REPORTING

Priorities 2015-16:

- Continue to deliver quality shared corporate services in line with budget and agreed service statements
- Implement integrated social media plans for three departments
- Finalise department Community Engagement Guidelines
- Develop a web-based corporate services toolkit through updated intranet content with improved accessibility
- Strengthen Information and Communication Technology (ICT) Governance in departments by developing an ICT Governance Model based on the new Northern Territory Government ICT Governance Framework and Treasurer's Directions
- Support the department in achieving key actions identified under the 'Voice of the People' program
- Assist departments to increase Indigenous employment outcomes
- Finalise and implement a workforce plan for the department
- Complete the development of Corporate Induction and Northern Territory Public Sector Merit Selection courses into an eLearning format
- Develop a database for delegations
- Identify suitable eLearning courses and training through MyLearning
- Implement a ticketing system to continue to improve the provision of advice and enquiry management for shared services
- Support departments in the delivery of key initiatives through the Northern Territory Public Sector People Matter Survey response plan
- Continue to build risk management capacity across the department
- Deliver an internal audit program.