

DEPARTMENT OF NATURAL RESOURCES, ENVIRONMENT, THE ARTS AND SPORT

Corporate Governance



Corporate Governance Snapshot

- The Executive Leadership Team (ELT) met on ten occasions during 2011–12 in Darwin, Katherine and Alice Springs. This is a decrease of one meeting from the previous year.
- The ELT focussed on the *Territory 2030* Strategic Plan and its involvement in *Working Futures* initiative. The ELT endorsed the Agency's *Indigenous Employment and Career Development Strategy* which will improve Indigenous employment opportunities within the Agency to meet its target of 14 per cent by 2012.
- The Agency updated its governance model to be inline with the model developed by Microsoft to depict its accountability framework.
- In March 2012, an Agency wide annual risk assessment commenced in line with the Agency's agreed risk management processes. These assessments form the Agency's 2012–13 risk profile and are captured in the Agency's Risk Register.
- The Agency's Audit and Risk Management Committee met three times in 2011–12. Key outcomes from these meetings include providing feedback to enhance the format of Risk Registers and monitored the impact of risk mitigation on risk ratings.
- The Agency's Infrastructure Management delivered its 2011–12 Repairs and Maintenance programs of \$11.84 million for the Department of Natural Resources, Environment, The Arts and Sport and \$2.18 million for Territory Wildlife Parks some of which include:
 - Construction of the Palmerston Water Park including car parking, access roads, head works, skate parks, kiosk, offices for lifeguards, toilets, change rooms, a wet play area and water slides, Darwin region;
 - Construction of the WWII Defence of Darwin Experience heritage centre at East Point, Darwin region;

- Construction of the Palmerston Tennis and Netball facility courts, including lighting to all courts and a co-located clubhouse with canteen for each sport, Darwin region; and
- Construction of Howard Springs Nature Park alternative water play areas and aquatic wildlife viewing, Darwin region.
- The Agency trialled new office based practices to improve the environmental impact of staff including the 'Bin it Right' initiative and 'Hot Desks'.
- A decrease in fleet numbers and the replacement of older vehicles with more fuel efficient options result in a 34 per cent reduction in Greenhouse emissions compared to 2008–09.
- The Agency's Information Management policies were revised and implemented in line with the changes to Records Management Standards for Public Sector Agencies in the Northern Territory.
- The Agency implemented a new Internet website which provides a refreshed online presence to showcase its services and provide resources and information to an ever expanding audience.
- A *Social Media Official Use Policy* was developed and endorsed by the Agency's Executive Leadership Team on the 30 May 2012. This policy sets a framework for Agency staff to engage and manage the use of online social media.
- Eight face-to-face induction programs were conducted in 2011–12 in Darwin, Katherine and Alice Springs for 74 employees.
- Senior Management reinforced their commitment to develop a robust safety culture by taking an active role on both the Steering and Divisional Committees and promoted the Work Health and Safety Management Plan to Safety Committees.

Framework

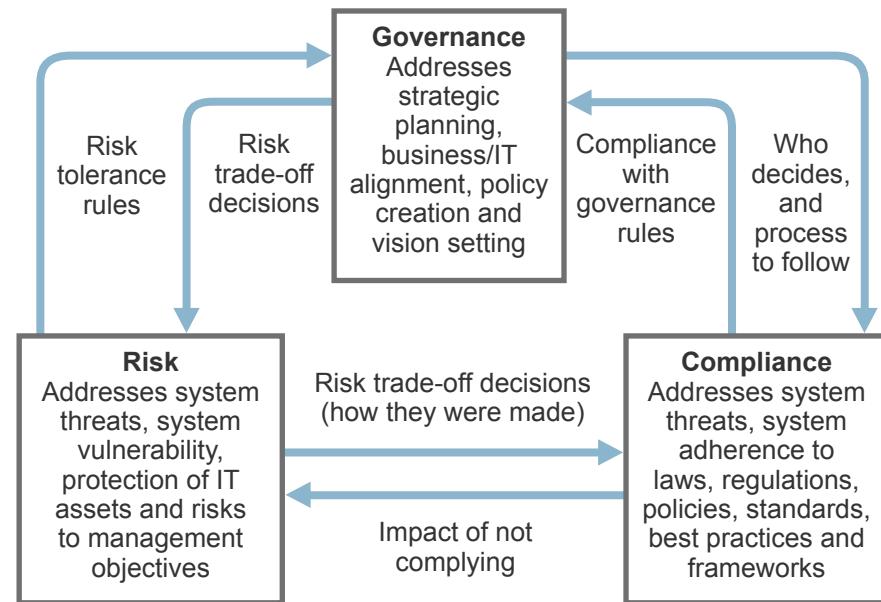
Model and Principles

Model

Corporate governance describes the processes by which an organisation is directed, controlled and held to account for its actions. The Agency commenced a review of its corporate governance model in 2010–11 and reported that the review and any refinements to its existing model would be completed in 2011–12. The purpose of the review was to ensure that the Agency continues to meet its corporate governance responsibilities through public sector best practice.

Under the review the Agency agreed to update its governance model and use the following model, developed by Microsoft, to depict its accountability framework as it clearly demonstrates linkages between the three key parts of a good governance system: Governance, Risk and Compliance. The Agency also agreed to adopt the good governance accountability framework developed by the Office of Public Sector Standards Commissioner (OPSSC), Government of Western Australia. The OPSSC's framework is based on the Australian Stock Exchange principles of corporate governance contextualised for a public sector environment. By implementing the new governance model the Agency also adopted the nine principles of governance which underpin the framework developed by the OPSSC.

Department of Natural Resources, Environment, The Arts and Sport Governance Model



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In applying the new model it is evident that the Agency has well established frameworks and practices in the areas of risk and compliance. The Agency's 2011–12 risk and compliance activities are reported on page 39.

The new governance framework adopted by the Agency is supported by a Good Governance Guide which comprises a series of products which can be tailored and designed to meet the needs of a particular Agency.

In April 2012 the Agency's Executive Leadership Team approved a broad governance framework project plan to support implementation of the governance framework. The project plan included a revised governance framework template working document for the Agency, and work has commenced to begin capturing the Agency's existing governance information.

The focus in 2012–13 will be to progress the governance framework by capturing all of the Agency's existing governance information. Completing this work will identify any policy, planning, monitoring or reporting gaps in the Agency's governance framework and inform future decision-making around prioritising any gaps or areas needing improvement or review, and identify any areas that are being over-governed.

Principles of the Agency's Governance

The Agency's Governance Model is underpinned by the following nine principles of governance:

1. *Government and public sector relationship*

The Agency's relationship with the government is clear.

2. *Management and Oversight*

The Agency's management responsibilities and accountabilities, including its oversight mechanisms, are clearly defined.

3. *Organisational Structure*

The Agency's structure serves its operations.

4. *Operations*

The Agency plans its operations to achieve its goals.

5. *Ethics and Integrity*

Ethics and integrity are embedded in the Agency's values and operations.

6. *People*

The Agency's leadership in people management contributes to individual and organisational developments.

7. *Finance*

The Agency safeguards financial integrity and accountability.

8. *Communication*

The Agency communicates with all parties in a way that is accessible, open and responsive.

9. *Risk Management*

The Agency identifies and manages its risks.

Management Environment

Decision Making

The Executive Leadership Team (ELT) is the Agency's principal planning and decision making body on governance matters. The Chief Executive has the primary responsibility for providing strategic leadership and systems development for the Agency.

As at 30 June 2012, the ELT was comprised of the Chief Executive, four Senior Executive Directors, five Executive Directors and two Directors. This was an increase of two members from the previous year. In April 2012, Ms Samantha Fox was appointed to the role of Acting Executive Director of Natural Resources and Mr Paul Purdon was appointed to the role of Acting Executive Director of Environment. The ELT comprises of representatives from all Output Groups of the Agency, the Government Business Division along with Corporate Support Service units from Human Resources and Legal Services, Business Services and Communications and Media. Other Agency officers attend ELT meetings as required to provide presentations to the ELT.

The ELT met on ten occasions during 2011–12 in Darwin, Katherine and Alice Springs. This is a decrease of one meeting from the previous year.

During the year the ELT focussed on the *Territory 2030 Strategic Plan* and its involvement in *Working Futures* initiative. The ELT endorsed the Agency's *Indigenous Employment and Career Development Strategy* which will improve Indigenous employment opportunities within the Agency to meet its target of 14 per cent by 2012. The ELT kept a focus on strengthening its risk management by working closely with the Agency's Audit and Risk Management Committee, amending and introducing new legislation, and developing policies and strategies.

Jim Grant – Chief Executive



Jim was appointed Chief Executive of the Department of Natural Resources, Environment, The Arts and Sport in 2008. Prior to being Chief Executive in the Agency Jim held the position of Executive Director Museums, Galleries and Biological Parks. He has a background in environmental education, commercial wildlife tourism development, interpretation, and innovative delivery of education for sustainable development. Jim has worked for Melbourne Zoo, Earth Sanctuaries in South Australia and the Gould League/Gould Group.

Dr Diana Leeder – Senior Executive Director, Carbon and Landscapes Group



Prior to joining the Territory Government in 2003, Diana worked in local government, firstly in New South Wales regional library services until 1985 and then in Community Services with the Darwin City Council. Diana's academic background is in German language and literature but she also has formal qualifications in librarianship and urban and regional planning. She is a Graduate Member of the Planning Institute of Australia, an associate of the Australia Library and Information Association and a Fellow of the Australian Institute of Company Directors.

Matt Darcey – A/Senior Executive Director, Natural Resources, Environment and Heritage

Matt has a strong background in agricultural development, natural resource management and, more recently, environmental regulation and policy. His career has foundations in both the private and public sectors, from hands on farming to corporate communications and executive management. Matt has been awarded a Bachelor of Business (Agriculture) and Masters of Public Sector Executive Management. He

is strongly committed to sustainable development and transparent and accountable public service delivery.

Hugo Leschen – Senior Executive Director, Arts and Culture

Hugo commenced with the Agency in February 2010. He has worked across the arts and cultural sector, having started his career working at the Museum of Modern Art at Heide, followed by a period as General Manager of the National Gallery Society of Victoria.

Since then Hugo has worked in a variety of roles including having responsibility for sponsorship and fundraising at the Victoria State Opera, as

General Manager of the Melbourne International Film Festival and with the Australia Business Arts Foundation (AbaF), where he established the Australia Cultural Fund and initiated and developed AbaF's National Skills Development Program. Prior to joining the Agency, he worked for Arts NSW, including a period as Acting Deputy Director General.

Steve Rossingh – Senior Executive Director, Sports, Venues and Indigenous Development

Steve commenced as Executive Director, Sport and Recreation in January 2007. Prior to this he was Executive Director, Corporate Services at the former Department of Local Government, Housing and Sport. Steve was previously General Manager of a national law firm for five years and Corporate Services Director at the Northern Land Council. Prior to moving to the Northern Territory in 1997, Steve held senior

management positions with the Australian Taxation Office in Perth and with the Aboriginal and Torres Strait Islander Commission in Kununurra, Western Australia. He has extensive experience in financial management, human resource management, corporate governance and information technology management. Steve is a Certified Practising Accountant, has a Bachelor of Business and holds a Master of Business Administration, with a focus on human resource management.

Graham Phelps – Executive Director, Parks and Wildlife

Graham has worked in conservation since the mid 1980s, initially as a wildlife veterinarian and later as Curator and Manager of the Alice Springs Desert Park for nine years from 1996. Graham was Regional Coordinator for the Northern Territory Government in 2005–06. He commenced his current position in November 2006.

Graham has a Bachelor of Veterinary Science and Master of Veterinary Studies and is a Graduate of the Australian Institute of Company Directors.

Susan Kirkman – Executive Director, Business Services

Susan commenced with the Agency as Chief Financial Officer in February 2007 and undertook the role of Executive Director Business Services in August 2008. Susan is responsible for Financial Services, Infrastructure and Asset Management, Information Communications Technology, and Governance within the Agency. Susan has a broad range of experience in Financial Management in the public and private sectors over the past 20 years both in Australia and overseas.

Susan holds a Bachelor of Business from the Northern Territory University and is a Certified Practising Accountant (CPA). She is also a graduate member of the Australian Institute of Company Directors and a certified member of the Chartered Secretaries of Australia.

James Pratt – Director, Communications and Media

James has worked in various Territory Government Marketing and Communications Units over the past eight years. This includes Police, Fire and Emergency Services, Department of Infrastructure, Planning and Environment and the Office of Sport and Recreation.

James has a Bachelor of Communications (Journalism and Public Relations) from Griffith University Gold Coast, and a Graduate Certificate in Public Sector Management from Curtin University. He worked as a journalist in the Riverina area of New South Wales, before returning to the Territory in 2003.

Sandra Butcher – Director, Human Resources and Legal Services

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 joined the Department in October 2005. Sandra has business qualifications and is a Graduate of the Australian Institute of Company Directors.

Dr Alaric Fisher - Executive Director Biodiversity Conservation

Alaric has worked as a conservation biologist in the Northern Territory for the past 20 years, in a broad range of fields. These include wildlife inventory survey, bioregional conservation planning, biodiversity monitoring, and investigating the impacts of pastoral land use on wildlife. Alaric was a project leader in the Tropical Savannas Cooperative Research Centre and is a theme leader in the new North Australian Biodiversity Hub.

Paul Purdon – A/Executive Director, Environment

Paul has been acting in the Executive Director, Environment and Heritage position since March 2012. Prior to this role, Paul held the position of Director Environment Protection and Sustainability in the Environment and Heritage Division. Paul has 12 years experience with the Australian and Northern Territory Governments, commencing as a graduate with the Commonwealth Environment Department in 2001 (Environment Australia). He gained experience in international environmental policy with Environment Australia and national climate change policy during two years with the Australian Greenhouse Office. Paul moved to the Northern Territory in 2004 to take up a climate change policy officer position with the former Department of Infrastructure, Planning and Environment and has since worked in a number of policy and regulatory management roles within the Environment and Heritage Division.

Paul has a Bachelor of Science, Bachelor of Law and Bachelor of Letters (Environmental Studies).

Dr Samantha Fox – A/Executive Director, Natural Resources

Samantha commenced acting as the Executive Director, Natural Resources in March 2012. Prior to this, she was working across Natural Resources and Environment and Heritage Divisions, coordinating Agency activities relating to Darwin Harbour and facilitating reform of the *Environmental Assessment Act*. Samantha has qualifications in marine and freshwater biology, environmental management and integrated coastal management. She has extensive experience in environmental impact assessment, natural resource management, stakeholder engagement and intergovernmental relations, both in Queensland and the Northern Territory.

Risk and Compliance

Risk

In March 2012, an Agency wide annual risk assessment commenced in line with the Agency's agreed risk management processes. These assessments form the Agency's 2012–13 risk profile and are captured in the Agency's Risk Register. The Register and management's progress on agreed risk mitigation actions continue to be monitored by the Audit and Risk Management Committee.

The Agency's 2012–13 risk profile will be used to update the Agency's *Strategic Internal Audit Plan* and develop its annual *Internal Audit Plan*.

The Territory Government self insures its insurable risks. See the Appendixes on page 219 for a list of the Agency's insurable risks.

Compliance

An Internal Audit Charter provides the Agency's framework for the conduct of the internal audit function and is read in conjunction with the Audit and Risk Management Committee Terms of Reference. The Agency's Audit and Risk Management Committee provides independent advice and assistance to the Chief Executive, on the effectiveness of the Agency's audit, risk management and internal control processes. This assists the Chief Executive to achieve his external accountability (including financial reporting) and legislative compliance responsibilities.

Audit and Risk Management Committee

In accordance with the Committee's Terms of Reference, membership continues to comprise two external members to the Agency and two Executive Leadership Team members as detailed in the table below. The Executive Director Business Services is regularly invited to meetings. Additionally, the Director, Communications and Media is invited to attend the meeting held to review and provide comment for consideration by the Chief Executive on the Agency's draft annual report.

This year the Committee's meeting cycle moved to align with the end of quarter cycle and subsequently met three times in 2011–12: October and December 2011 and May 2012. Future meetings will be held following the end of each quarter.

Committee Role	Committee Members	No. Attended	Maximum Possible
Chairperson	Ian Summers – Governance Consultant and past Auditor-General for the Northern Territory (1995–2002)	3	3
Member	Catherine Weber – Deputy Chief Executive, Strategic Policy and Governance, Department of Housing, Local Government and Regional Services	2	3
Member	Diana Leeder – Agency's Executive Leadership Team (exit 31/12/2011)	2	2
Member	Graham Phelps – Agency's Executive Leadership Team	2	3
Member	Steve Rossingh – Agency's Executive Leadership Team (entry 1/1/2012)	1	1

Key outcomes from the Agency's Audit and Risk Management Committee meetings for 2011–12 included:

- Provided feedback to enhance the format of Risk Registers and monitored the impact of risk mitigation on risk ratings;
- Strengthened the link between internal audit and compensating controls being relied upon to reduce inherent risks;
- Provided feedback to improve accountability in the 2011–12 Annual Report; and
- Provided advice to the Chief Executive about the capacity of internal audit to achieve the expectations outlined in the Treasurer's Directions.

External Audits

During 2011–12 a series of external audits and reviews were conducted in the Agency through a combination of external auditors and the Office of the Northern Territory Auditor-General. A list of audits and reviews conducted by the Auditor-General in 2011–12 can be found in the Appendixes on page 215.

External Funding Audits

The Agency receives a significant amount of external funding in the form of grants from the Australian Government and other funding providers, some of which requires an audited acquittal. A list of Agency grants audited by external auditors can be found in the Appendixes on page 215.

Internal Audits

Under the Agency's 2011–12 *Internal Audit Plan* a number of risk based audits were conducted to improve performance or compliance, or a combination of both. The Agency's Audit and Risk Management Committee monitors the Agency's internal audit function, which includes implementation of the Agency's *Internal Audit Plan*, as well as monitoring of audit reports and management's responses to audit findings. See the Appendixes on page 217 for a list of the internal audits conducted by the Agency in 2011–12.

Internal Management Reviews

The Agency conducts management reviews for the purpose of improving program performance and two reviews were completed in 2011–12, see the Appendixes on page 218.

Agency Grant Acquittals

The Agency is responsible for administrating a number of grants to Territorians including a number of recurring grant programs and one-off special purpose grants. All grants regardless of type are distributed under a grant agreement which includes the grant purpose and the reporting process for confirming that the objective of the grant has been achieved.

The one-off special purpose grants that exceed \$10 000 are listed in the Appendixes on page 241.

A full list of the grant programs administrated by the Agency can be found in the Appendixes on page 222.

Infrastructure Management

Infrastructure management is vital in ensuring the Agency's assets are developed and maintained to meet government's priorities and business needs. Infrastructure management covers all aspects of asset management including capital works, minor new works and repairs and maintenance activities.

The Agency's outcomes have a strong reliance on asset management, in providing protection of and public use or access to the Territory's natural and cultural assets. This includes, Parks and Wildlife visitor infrastructure such as walkways, car parks, shelters, park signage and water treatment areas; permanent collection houses in the Museum and Art Galleries of the Northern Territory, Northern Territory Archives, Northern Territory Library and Herbarium; Heritage sites; and Sport and Recreation infrastructure.

Key infrastructure achievements in 2011–12 include:

- Construction of the Palmerston Water Park including car parking, access roads, head works, skate parks, kiosk, offices for lifeguards, toilets, change rooms, a wet play area and water slides, Darwin region;
- Upgrade of Yarrawonga Road and Roystonea Avenue intersection, Darwin region;
- Construction of the WWII Defence of Darwin Experience facility at East Point, Darwin region;
- Construction of the Palmerston Rugby League facility including two playing fields, grandstand seating and a clubhouse with canteen and change rooms, Darwin region;
- Construction of the Palmerston Tennis and Netball facility courts, including lighting to all courts and a co-located clubhouse with canteen for each sport, Darwin region;
- Construction of the Palmerston Soccer facility upgrade including grandstand seating, clubhouse with canteen and upgrade of soccer pitches, Darwin region;
- Construction of Howard Springs Nature Park alternative water play areas and aquatic wildlife viewing, Darwin region;
- Construction of Florence Falls change rooms and Florence Falls to Buley Rock Hole walking track, Darwin region;
- Upgrade of the Leanyer Recreation Park kiosk to a bistro/cafe, including commercial kitchen and indoor and outdoor seating areas, Darwin region;
- Construction of toilet block and corporate area at TIO Stadium, Darwin region;
- Construction of a heritage park at 17 ½ Mile WWII camp site, Darwin region;
- Significant progress on construction of the Wangi Visitor Centre facility in Litchfield National Park, completion expected mid 2012–13, Darwin region;
- Construction of the Godinymayin Yijard Rivers Arts and Culture Centre (formerly the Katherine Regional Cultural Precinct) in Katherine, Katherine region;
- Installation of solar power systems at ranger stations in Ormiston Gorge, West MacDonnell National Park, Alice Springs region;
- Upgrade of campground at Trepina Gorge Nature Park, Alice Springs region;
- Upgrade of campground at Rainbow Valley Conservation Reserve, Alice Springs region;
- Reconfiguration of camping area and upgrade car park at Chambers Pillar, Alice Springs region;
- Significant progress on installation of the Araluen Cultural Precinct air conditioning system. Works were delayed due to the lead contractor going into administration, completion expected mid 2012–13, Alice Springs region; and
- Significant progress on installation of photovoltaic solar panels at the Araluen Cultural Precinct, completion expected mid 2012–13, Alice Springs region.

The Agency delivered its 2011–12 Repairs and Maintenance programs of: \$11.84 million for the Department of Natural Resources, Environment, The Arts and Sport; and \$2.18 million for Territory Wildlife Parks. Details of works delivered are in the appendixes on page 252.

Challenges in 2011–12

The remote locality of the Agency's infrastructure and assets continues to pose significant challenges for infrastructure management. Other factors impacting on the achievement of the Agency's infrastructure activities include climate extremes and natural disasters.

Significant fire events occurred in Central Australia due to a high level of vegetation from the previous Wet seasons, causing some loss of infrastructure in the region.

During the 2011–12 Wet season, concentrated rain due to ex-Cyclone Grant caused severe flooding at Leilyn/Edith Falls in Nitmiluk National park, north-east of Katherine, leading to significant damage to the campground and kiosk. This led to closure of Edith Falls for an extended period in order to repair flood damage and clean up debris. Both events were declared natural disasters.

Three large projects including Araluen Art Centre air conditioning replacement were delayed due to the lead contractor being placed in administration. Completion is now expected mid 2012–13.

Delays in delivery of the infrastructure program were also experienced for projects due to the requirement to obtain Aboriginal Area Protection Authority clearances.

The Northern Territory Government's Department of Construction and Infrastructure introduced a new integrated asset management system in the fourth quarter of 2011–12 which created significant processing and financial reporting delays.

Future Priorities in 2012–13

Infrastructure priorities for 2012–13 to be completed in association with the Northern Territory Government's Department of Construction and Infrastructure include:

- Deliver the Repairs and Maintenance programs of: \$12.068 million for the Department of Natural Resources, Environment, The Arts and Sport; and \$0.677 million for Territory Wildlife Parks;
- Complete installation of the air conditioning system at the Araluen Cultural Precinct; Alice Springs region;
- Complete installation of the photovoltaic solar panels at the Araluen Cultural Precinct, Alice Springs region;
- Complete construction of Wangi Visitor Centre facility at Litchfield National Park, including cafe, art gallery for Indigenous artwork, first aid room and camp ground administration facility, Darwin region;
- Complete construction of the campground at Tomato Island to cater for campervans and tents, including toilets, parking, waste dump, kiosk and managers residence, Katherine region;
- Commence site works associated with the construction of a 25 metre, eight-lane swimming pool and children's wet play area in Litchfield National Park, Darwin region;
- Installation of scoreboard at TIO Stadium, Darwin region;
- Installation of solar/hybrid power system at:
 - Bullita ranger station in Judbarra/Gregory National Park, Katherine region;
 - Keep River National Park ranger station, Katherine region; and
 - Walker Creek, Litchfield National Park, Darwin Region.

Greener Government

The Agency is committed to improving its environmental performance and is working towards achieving the targets aimed at reducing the environmental impact of Government operations set out in the Northern Territory Government's *Climate Change Policy*.

Energy Management Framework

A Strategic Energy Management Plan (SEMP) was established in 2010–11 as the foundation for the Agency's sustainability program to 2016. Under the SEMP an Energy Management System (EnMS) has been developed for implementation within the agency in line with international standards ISO50001.

An Energy Committee with representatives from each Division within the Agency has been formed to review the EnMS and oversee its implementation and maintenance. As part of the EnMS the Agency has approved an energy policy which formalises the Agency's commitment to using and purchasing energy in an efficient, cost effective, and environmentally responsible manner. The EnMS and *Energy Policy* are reviewed annually.

Key commitments under the Agency's *Energy Policy* include:

- Establishing clear processes and procedures for managing, monitoring, and reporting the Department's energy use and impacts;
- Defining key roles and responsibilities for managing energy use;
- Integrating energy efficiency and life-cycle cost considerations into decision-making processes;
- Building the capacity of the Agency to identify energy efficiency opportunities through training and awareness raising campaigns; and
- Progressively sourcing its energy requirements where practicable, from sustainable energy sources.

Sustainable Office Policy and Practice

The Agency supports the efforts of employees to initiate and participate in sustainability awareness raising projects and events and was the lead Agency in promoting Territory Government participation in Earth Hour.

In 2011–12, the Agency trialled new office based practices to improve the environmental impact of staff including the 'Bin it Right' initiative and 'Hot Desks'.

The Agency provides recycling facilities in its offices for paper, paper based products, plastics, glass, tin and printer cartridges. The 'Bin it Right' initiative involved the removal of office desk bins to encourage staff to use the recycling facilities provided and help eliminate any recyclable office waste going to land fill. During the trial, the initiative helped realise a 50 per cent reduction in daily waste to landfill from its largest contingent of staff at a Palmerston building.

The Agency also trialled the use of 'Hot Desks' to help reduce staff commuting between local office based meetings. The need for some employees to physically attend meetings away from their usual office is unavoidable. On many occasions staff could reduce total travel to and from these meetings by temporarily utilising vacant workstations at another office. Work stations can be vacant because they are assigned to staff who conduct field work, are in transit, are on leave, or where the workstation is temporarily unassigned.

Reducing travel through the use of 'Hot Desks' reduces the Agency's carbon footprint; allows staff to maximise the time they spend on productive work activities rather than travel; provides fleet operation cost savings; and reduces the risk to staff from travel related incidents.

The trial has concluded and feed-back from staff will be used to establish the implementation of 'Hot Desks' on a permanent basis in 2012–13.

Travel

The Agency continued efforts in 2011–12 to minimise its carbon footprint from staff travel. Video conferencing equipment installed in offices at Katherine, Alice Springs and Darwin is utilised to reduce the need for air travel. Where air travel is necessary the Agency purchases carbon offsets to help neutralise its carbon impact associated with the travel.

Air Travel

Performance measure	Indicators	2011–12	2010–11
Distance ¹	Total intrastate distance travelled (km)	1 552 562	1 528 331
	Total interstate distance travelled (km)	2 281 229	3 019 742
	Total distance travelled (km)	3 833 791	4 548 073

1. Figures calculated using Geoscience Australia's 'Cocky Flies' database available at <http://www.ga.gov.au/map/names/distance.jsp> and is based on the shortest distance between the origin and destination of each leg of travel. 2009–10 data not captured, monitoring commenced 2010–11.

Fleet

In July 2009 the Agency implemented the Territory Government's *Greening the Fleet Strategy* with a targeted 16 per cent reduction in greenhouse emissions from vehicles from 1 July 2009 to 30 June 2012. Actual greenhouse emissions produced for the 2011–12 year was 1 367 tonnes, which is a 20 per cent reduction from 2008–09. The Agency's achievement of a reduction in actual emissions is due to a concerted effort to decrease fleet numbers and the replacement of older vehicles with more fuel efficient options. Since March 2009, total fleet numbers across the Agency has decreased by 34.

Performance measure	Indicators	2011–12	2010–11	2009–10
Energy use	Diesel, petrol, and LPG purchased (GJ) (1)	18 275	18 950	20 108
Greenhouse gas emissions	Scope 1 and 3 greenhouse gas emissions (tonnes carbon dioxide equivalent, t CO ₂ -e)	1 367	1 416	1 502

In 2012–13 efforts to further reduce fleet numbers will continue whilst recognising that a comprehensive fleet is required for employees to conduct varied duties across remote areas of the Northern Territory.

When replacing vehicles the Agency requires the selection of the greenest possible vehicle which will meet operational requirements. Justification for the selection of a 4WD must be provided and approved prior to entering into new lease agreements. Diesel motors rather than petrol when selecting vehicles in the light commercial categories are given preference as generally they produce less greenhouse emissions.

The Agency complies with minimum greenhouse gas emissions ratings established under the *Greening the Fleet Strategy*. The strategy requires:

- urban use pool vehicles to have a minimum rating of 7.5;
- passenger vehicles allocated to Executive Contract Officers and Managers at Senior Administrative Officer 2 level or similar to have a minimum 6.5 rating;
- non four wheel drive light commercial vehicles to have a minimum rating of 5.5; and
- four wheel drives to have a minimum rating of 3.5.

An incentive is offered to Executive Contract Officers to encourage the selection of vehicles with a greenhouse rating of 7.5 or higher. The take up across the agency in 2011–12 was 41 per cent up from 19 per cent in 2010–11.

Use of the online vehicle booking system developed by the Territory Government's Department of Business and Employment, NT Fleet, increased within the Agency. This has improved accessibility of vehicles increasing opportunities for pooling. Increased access to more fuel efficient vehicles allows employees to limit the use of 4WDs to tasks which require a heavy duty vehicle.

The Agency continues to monitor progress against annual fleet emission targets using its internal reporting system established in 2010–11.

Vehicles with excessive or insufficient usage are highlighted allowing the Agency to identify pooling opportunities, vehicle surpluses and shortfalls. Applications to replace a vehicle when it has reached the end of its lease term include a requirement for the vehicle to be justified with reference to pooling opportunities. Replacement vehicles are approved only where needs cannot be met by pooling currently held vehicles.

Buildings and Infrastructure

The Territory Government's *Energy Smart Buildings Policy* sets energy efficiency targets for Agencies. The policy sets a 10 per cent overall target for reductions in annual energy intensity (energy used per square metre of floor area) for each government Agency owned and leased building portfolios by 2011.

Building Energy

Performance measure	Indicators	2011–12	2010–11 ³	2009–10 ³
Energy use	Electricity, Diesel for power generation, LPG (GJ) ¹	45 645	48 879	52 929
Energy intensity	Energy used per square metre of internal floor area (MJ/m ²)	522	556	600
Greenhouse gas emissions	Scope 1, 2, and 3 greenhouse gas emissions (tonnes carbon dioxide equivalent, t CO ₂ -e)	8 797	9 712	10 853
Greenhouse gas emission intensity	Greenhouse gas produced per square metre of floor area (kg/m ²)	101	110	123
Energy used per employee – office buildings ²	Energy used per building occupant (MJ/person/annum)	11 595	10 756	11 229
Installed renewable energy	Total solar photovoltaic power installed (kW)	276	80	17

1. As reported under the *Energy Smart Building Policy*. Total includes the Department and Territory Wildlife Parks' figures.

2. Figure obtained from combining total energy used within office buildings – tenant light and power and office buildings – combined services as reported under the Territory Government's *Energy Smart Building Policy*.

3. Historical figures updated from previous reports due to identification of additional metering. Updates are reviewed and approved by the Territory Government's Department of Lands and Planning and noted in the Australian Government's Online System for Comprehensive Activity Reporting System for transparency.

The Agency, achieved an 11.6 per cent reduction in building energy intensity for 2010–11 with total greenhouse gas emissions of 9 712 tonnes. Of the 62 facilities that the Agency reported on in 2010–11, half had reduced energy intensity since 2009–10.

The Territory Government's *Climate Change Policy* sets a one third reduction in the energy intensity of Territory Government buildings by 2020 compared to a 2004 baseline. The Agency aims to progressively meet the 2020 target achieving a 2.5 per cent reduction in its building energy intensity associated with non-renewable energy sources each year.

Building energy intensity reporting is managed by the Territory Government's Department of Lands and Planning and results for 2011–12 are not finalised until October 2012. The Agency's internal energy data monitoring show it has continued to reduce the energy intensity of its building portfolio in 2011–12.

Energy Efficiency Program

During 2011–12 the Agency implemented infrastructure projects funded through its minor new works program and the Territory Government Energy Efficiency Program (GEEP) which contributed to reduced energy consumption at its facilities.

LEDs for gallery display lighting

During the year the Agency obtained funding through GEEP for a project to install LED lights at the Museum and Art Gallery of the Northern Territory and the Araluen Arts Centre in Alice Springs. The LED lights use 80 per cent less energy than the lights that were replaced.

Roof skylight in workshop building

Through the minor new works program translucent panels were installed across the roof in the Natural Resources Division's Winnellie workshop to allow natural daylight to illuminate the workshop and minimise the need to turn on the lights.

Energy survey program

Under the Agency's SEMP, by 2015 all Agency facilities will have energy surveys undertaken and site Energy Management Plans implemented. Energy surveys commenced in 2011–12 and identified that staff have been proactive in efforts to reduce energy waste and that there are further opportunities to improve the energy efficiency of buildings through infrastructure changes.

A recently completed survey conducted at the Territory Wildlife Park identified potential energy savings of up to 19 per cent. An energy management plan for this facility is being developed.

Alternative Energy Sources

In addition to building energy efficiency measures the Agency is actively pursuing the use of alternative energy sources to reduce the greenhouse gas emissions from its energy use.

The Agency is committed to reducing the cost and emissions associated with diesel powered generators in remote ranger stations. In 2011–12, a 30kW solar photovoltaic system (PV) was installed at the Ormiston Gorge Ranger Station, west of Alice Springs. It is estimated that the installation will reduce the use of diesel fuel for the generator by 90 per cent.

The construction of the power generation system for the Wangi Falls Visitor Centre in Litchfield National Park, south of Darwin, was completed in 2011–12 and will use solar as the primary energy source. Gas, which has lower greenhouse emissions compared to diesel, will be used for back up generation when required.

A project, funded through the Alice Solar Cities program, to install solar PV to the roof of the Araluen Arts Centre commenced during the year. The solar panels will provide power to the facility with any excess being exported to the grid. To date 70 per cent of the planned solar capacity for the facility has been installed. The remaining capacity for installation on the Arts Centre and additional capacity scheduled for installation across the Araluen Cultural Precinct will be completed in 2012–13.

The addition of these projects has increased the total installed solar PV capacity within the Agency's portfolio by 245 per cent.

Future Priorities

Projects scheduled for completion in 2012–13 which will assist the Agency to reduce its building energy carbon footprint include:

- Hybrid solar/diesel generator system for the Walker Creek Ranger Station, south of Darwin (deferred from 2011–12 due to late Aboriginal Areas Protection Authority clearances);
- Hybrid solar/diesel generator system for the Keep River Ranger Station, west of Katherine;
- Hybrid solar/diesel generator system for the Trepina Gorge Ranger Station, east of Alice Springs;
- Hybrid solar/diesel generator system for the Bullita Ranger Station, south-west of Katherine;
- Araluen Cultural Precinct solar PV and LED car park lighting; and
- Completion of Araluen Cultural Precinct air conditioning system.

Governing Legislation

The Agency is responsible for administering 26 Acts and 22 pieces of subordinate legislation, on behalf of the Ministers for Arts and Museums, Natural Resources, Environment and Heritage, Parks and Wildlife, and Sport and Recreation.

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

The Agency's Legal Services Unit has been staffed by lawyers out posted from the Solicitor for the Northern Territory, Department of Justice. The Unit has provided advice and representation to the Agency in a wide range of areas, regarding the development and operation of legislation under which the Agency operates, assistance in the preparation and negotiation of funding and other agreements, and representation in the court proceedings summarised below.

The Agency also has a statutory responsibility for certain authorities and bodies as listed in the Appendixes on page 243.

Legal Proceedings

The Agency commenced one new prosecution in 2011–12 for environmental nuisance under the *Waste Management and Pollution Control Act*. The Agency was also involved in a coronial inquest regarding an incident at Leanyer Recreation Park which was finalised in May 2012. There were no recommendations made in relation to the management Leanyer Recreation Park. Further, the Agency was a party to civil proceedings in the Supreme Court in relation to a matter arising under the *Water Act*. The Agency is currently awaiting the Court's decision in that matter.

Legal proceedings – Prosecutions in 2011–12

Act	Section of Act for Alleged Breach	Charge	Result	Total Penalty	Status as at 30 June 2012 ²²
<i>Waste Management and Pollution Control Act</i>	Section 83(5)	Four counts of causing environmental nuisance	Set down for hearing on 24 and 25 October 2012.	-	Ongoing
<i>Waste Management and Pollution Control Act</i>	Section 83	Cause environmental harm	Defendant entered a plea of guilty to the charge of environmental nuisance. Other charges were withdrawn.	\$69 000 (comprising penalty of \$19 000 and costs of \$50 000 and an additional \$200 for the victim's levy)	Finalised
<i>Territory Parks and Wildlife Conservation Act</i>	Section 67D(1)(A)	Breach of hunting permit	Defendant entered a plea of guilty to the charge.	\$750 (and victim's levy of \$40)	Finalised
<i>Territory Parks and Wildlife Conservation Act</i>	Section 66	Take or interfere with protected wildlife	This matter was withdrawn (as defendant was successfully prosecuted in QLD for the same incident).	N/A	Finalised

Records and Information

Under Section 11 of the *Information Act* the Agency is required to annually prepare a report detailing:

- its structure and functions;
- the kinds of government information it usually holds;
- its procedures for providing access under Part 3 (Access and Correction Rights) to government information it holds; and
- its procedures for correcting under Part 3 personal information it holds.

The information mentioned above:

- may be published in a document, a database or any other material form; and
- must be available in at least one of those forms for inspection and purchase by members of the public.

Government information held by the Agency

A comprehensive list of the Agency's publications are available on the Internet.

During 2011–12 the Agency 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 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.

Recommendations from the internal audit into records management practices during the 2009–10 reporting period were completed during 2011–12.

During 2011–12 the Agency's Information Management policies were revised and implemented in line with the changes to Records Management Standards for Public Sector Agencies in the Northern Territory.

The whole-of-government electronic record keeping system was upgraded during 2011–12 further enhancing the Agency's ability to manage, view, edit and create their records and documents in electronic format.

Accessing Information

The Agency has guidelines and procedures to enable people to access information and to request corrections to personal information.

The guidelines and procedures are available at www.nt.gov.au/nretas/foi/. Applications must be in writing; provide sufficient details to identify the information sought or the information to be corrected; specify an address to which correspondence regarding the application may be sent and where applicable, include the application fee of \$30.

Applications can be lodged via post, facsimile or email to:
Director HR and Legal Services
PO Box 496, Palmerston NT 0831
Fax: 08 8999 4723
legalservices.nretas@nt.gov.au

Applications from remote centres may be lodged at local police stations.

Requests of Access to Records and Information

In 2011–12, the Agency responded to two new formal information requests related to government information.

<i>Information Act Requests</i>	2007–08	2008–09	2009–10	2010–11	2011–12
Applications carried over from previous year	0	1	1	1	0
Applications to access personal information	0	0	0	1	0
Applications to access government information	1	2	6	2	2
Applications to access personal and government information	0	0	1	0	0
Requests withdrawn	0	1	4	0	0
Responses completed within 30 day period	0	0	1	1	0
Responses completed exceeding 30 day period	0	1	1	3	2
Applications on hand as at 30 June	1	1	2	0	0

Ombudsman Enquiries

There were four enquiries to the Northern Territory Ombudsman related to the Agency in 2011–12. All but one of the enquiries was resolved by the Agency.

Corporate Communications

Dissemination of information across all levels is paramount for effective corporate governance. The Agency has developed several mechanisms for ensuring effective internal and external communication.

Internet and Intranet

The Agency maintains an internal Intranet resource and a publicly accessible Internet site.

The Intranet site contains 2 100 pages of forms, policies, guidelines and information for employees only. It provides access to Executive Leadership Group meeting minutes, governance protocols, staff training opportunities, employment information and news.

In 2012 the development of a new Agency Intranet commenced. The aim of the project is to meet Agency and staff's objectives and expectations by providing a functional, modern information portal for everyday use.

The project is expected to be completed by December 2012.

In 2010–11, the Agency purchased a content management system to establish and implement the Agency's new Internet website development. This process commenced the review of the Agency website's content, design and a migration of files. The new Internet site provides a refreshed online presence for the Agency to showcase its services and provide resources and information to an ever expanding audience. Since its rollout in late 2011, the Internet site contains 3 000 pages and is edited daily by a team of trained divisional web editors. Both sites are regularly reviewed for content accuracy and technological improvements.

From July 2011 to June 2012, the Agency received 121 queries through its online Internet feedback regarding its activities and requests for information.

The new content management system has provided greater opportunities for the Agency to develop and integrate its social media tools and encourage involvement with the community.

Social Media

The Agency uses social media tools to provide important communication channels for public relations, marketing and community engagement purposes. The various forms of social media provide an expanded set of tools for direct communication and community engagement with the region's residents and the broader community. It is also an important channel which allows the community to connect with other people, community groups and relevant organisations where they can discuss, comment and provide feedback on issues relating to specific topics and Territory Government projects.

A *Social Media Official Use Policy* was developed and endorsed by the Agency's Executive Leadership Team on the 30 May 2012. This policy sets a framework for Agency staff to engage and manage the use of online social media.

The following social media pages have been established since July 2011 and are currently used within the Agency to further promote services products and connect with the community:

Facebook

- Telstra National Aboriginal and Torres Strait Islander Art Award;
- Defence of Darwin Experience;
- Northern Territory Cash for Containers;
- Northern Territory Parks and Wildlife;
- Alice Springs Desert Park;
- Territory Wildlife Park; and
- Araluen Arts Centre.

Twitter

- Northern Territory Library;
- Telstra National Aboriginal and Torres Strait Islander Art Award; and
- Alice Springs Desert Park.

Future Priorities

- Finalise the Agency's new Intranet site, by updating the design, navigation and functional layout of all online staff resources and review existing divisional information using a content management system.
- Implement mandatory Australian Government endorsed Web Content Accessibility Guidelines (WCAG 2.0) throughout all Agency Internet and Intranet websites.

Chief Executive's Newsletter

A regular newsletter penned by the Chief Executive is posted on the Intranet. This newsletter keeps employees informed of corporate initiatives and developments, key achievements by employees within the Agency, across Agency projects and community based interaction.

Media Release Distribution

The Communications and Media Business Unit issued 146 media releases to local, national and international media in relation to the Agency's activities. This figure incorporates both proactive and reactive releases to media inquiries, and does not include general requests for interviews by media with Agency employees. This figure has declined from 2010–11 due to a new system whereby media notes are issued for minor news, i.e. closures of parks and reserves.

	2007–08	2008–09	2009–10	2010–11	2011–12
Media Releases Issued	181	282	262	208	146

Secretariat

The Secretariat Business Unit provides a coordination service between the two Ministers who share the Agency's four Ministerial portfolios of Arts and Museums, Natural Resources, Environment and Heritage, Sport and Recreation and Parks and Wildlife, to the Chief Executive, as well as Cabinet, on all operational areas of the Agency. It also provides administrative support with the coordination of statutory appointments for the Agency.

Services	2007–08	2008–09	2009–10	2010–11	2011–12
Ministerials	1 266	1 606	1 564	1 645	1 539
Cabinet Comments for other government agencies	78	76	57	50	41
Cabinet Submissions for the Agency	40	41	68	71	71
Legislative Assembly Briefings	311	527	632	683	717
Estimates Committee Briefings	196	369	423	532	535
Executive Council Submissions	2	4	7	7	15
Business Agenda NT	8	5	21	Nil – no meetings were held	Nil – no meetings were held

Whole of Government Policy Reporting

In 2011–12, the Agency continued to work towards delivering and achieving the below whole of government targets and initiatives.

Territory 2030 Strategic Plan

Territory 2030 is the Territory Government's 20-year strategic plan, which was launched in December 2009. *Territory 2030* is a road map for the future and will be used to set priorities and guide the Territory Government's efforts over the next two decades.

Refer to the Appendixes section on page 274 for the 2011–12 actions relating to these targets.

Climate Change Policy

The Territory Government released a *Climate Change Policy* in December 2009, a comprehensive action plan to combat climate change.

This Agency is responsible for helping meet many of the 40 targets in conjunction with Territory Government Agencies.

Refer to the Appendixes section on page 266 for the 2011–12 progress achievements.

Working Future Policy

The Territory Government's *Working Future Policy* is closely aligned with the Council Of Australian Government's National Indigenous Reform Agreement, which aims to improve outcomes for all Indigenous Australians.

The Agency is responsible to deliver initiatives in 11 identified towns. These actions and their status as at 30 June 2012 are listed in the Appendixes on page 262.

Charles Darwin University/Northern Territory Government Partnership Agreement

The aim of the agreement is to continue and expand upon the mutually productive and cooperative relationship between Charles Darwin University (CDU) and the Territory Government that will result in lasting and sustainable benefits to the social and economic development of the Northern Territory.

To view the list of how the Agency contributed to this partnership agreement, refer to the Appendixes on page 277.

Implementation of the Darwin Harbour Strategy

The Territory Government endorsed the Darwin Harbour Strategy in June 2010. Prepared by the Darwin Harbour Advisory Committee (DHAC), the Strategy is a guide for the responsible stewardship and sustainable development of the Darwin Harbour region. Territory Government Agencies are required to report on key aspects of the Strategy. An overview of the actions undertaken and actions expected to be undertaken by this Agency are listed below.

Legislative and policy development

In September 2011, the prosecution against Darwin Port Corporation for environmental nuisance caused by contaminated stormwater entering the Harbour was finalised with court orders of a fine of \$19 000, and \$50 000 in investigation costs. The Agency has continued to conduct site inspections at East Arm Wharf and observe ship loading events on a monthly basis.

The Agency continues to pursue reform of the *Environmental Assessment Act* to enhance transparency and strengthen the outcomes of environmental assessments. Similarly, reform of the *Waste Management and Pollution Control Act* is also underway to ensure activities that pose a significant environmental risk are regulated appropriately.

The Agency has adopted an approach of continuous improvement in managing legacy issues associated with existing infrastructure for sewage treatment plants which discharge into Darwin Harbour and is working with Power and Water Corporation to ensure appropriate licensing conditions are applied.

The Agency has continued work in relation to the Ichthys Gas field Development Project. An Environmental Protection Approval has been issued for the land-based development at Blaydin Point and a further approval is being developed for the dredging component of the project.

All approvals issued by the Agency have regard to the recommendations in the project's Assessment Report which concluded the project can be managed within the bounds of acceptable environmental impacts, provided that the environmental commitments, safeguards and recommendations detailed in the Environmental Impact Statement, the Assessment Report and in the final management plans are implemented and managed.

The Plastic Bag Ban and the Container Deposit Scheme are both programs having a significant impact in reducing litter in the Darwin Harbour region.

Monitoring and research

In August 2011, the Agency established an Interim Management Committee, comprised of government, industry, research and community stakeholders, to guide the development of the Integrated Monitoring and Research Program for Darwin Harbour's marine and estuarine waters, as well as the catchments freshwater rivers and lagoons. Administrative support and scientific expertise is being provided to this Committee by the Agency.

The aim of the Program is to facilitate a collaborative approach to monitoring of the Harbour and its catchment, and to support research to underpin monitoring and improve our understanding and ability to predict the effect of development on the Harbours' ecosystem.

The Agency is also undertaking monitoring of dolphins, seagrass and fish, as well as the water quality of the Harbour and the rivers and streams that flow into it. To provide baseline for the Harbour and the Integrated Monitoring and Research Program, 100 sites in Darwin Harbour were sampled over a period of three days by four teams during neap tidal conditions in June 2012. Dolphin monitoring is being undertaken twice a year in collaboration with INPEX on 12 areas from the inner Harbour to Shoal Bay. Seagrass is being monitored at six sites. The Larrakia rangers continue to work with the Agency to monitor water quality. The 2011 Report Card for Darwin Harbour showed water quality was generally in very good or excellent condition, with only Buffalo Creek having poor water quality.

Substantial progress has been made in the development of a *Darwin Harbour Water Quality Protection Plan*. This includes the development of a complex Decision Support System for assessing potential changes of Darwin Harbour water quality under different planning, development and management conditions.

The Agency has continued working with the Territory Government's Department of Health to undertake weekly monitoring of bacteria on 12 Darwin Harbour beaches during the swimming season. During the 2011–12 Wet season, regular sampling was also conducted at these beaches to consider the impact of rainfall on bacteria levels. Under the direction of Professor Andrew Campbell of Charles Darwin University, the Agency has also participated in the Darwin Harbour Beach Water Quality Taskforce, which has reviewed the sources of bacteria on Darwin Harbour beaches and provided recommendations to government on measures to address these sources.

In December 2011, the Agency completed its environmental assessment of the East Arm Wharf Expansion Project. The Assessment Report recommended ongoing collection of baseline data and intensive monitoring post assessment to assist in continuing to develop knowledge of the marine environment.

Invasive species management

The Agency continues to actively manage the risks posed by invasive species including cabomba, pond apple, water hyacinth, water mimosa and gamba grass and increase community awareness during 2011–12. A *Gamba Grass Management Strategy* has been developed and implemented, including a landholder assistance scheme which has grown threefold in the last year with over 600 participants in the 2011–12 Wet season. Weed management programs have been conducted on Indigenous and Crown managed land by Galwa-Daraniki Association (gamba grass and other weeds) and Kenbi Rangers (gamba grass and mimosa).

Marine biodiversity

The Agency continues to conduct monitoring programs for marine biodiversity which includes marine mammal and fish monitoring including extension to Bynoe Harbour, and community based monitoring programs. The Agency has commenced a comprehensive habitat map for Darwin Harbour which involves conducting bathymetric survey, descriptions of habitats and conservation values. The Agency will continue to implement these monitoring programs.

Heritage

The Agency continues to manage and conserve maritime and terrestrial heritage sites in the Darwin Harbour region. A wreck inspection program has focused on diving, mapping and assessing the WWII shipwrecks in the harbour. The Booya shipwreck is monitored for visitor impact and public access is controlled.

Parks and Wildlife

The Agency's Parks and Wildlife Service is preparing a new Management Plan for the Casuarina Coastal Reserve which will encompass the development of visitor facilities and services across the Reserve, while maintaining and protecting the area's natural and cultural values for future generations. To ensure community involvement, a Casuarina Coastal Reserve Advisory Committee has been established to assist in the development of the new Plan. The Agency recognises the need for the Larrakia people to be involved in land management decisions and as such, the Larrakia people are represented on the Committee.

Strategic Partnerships

Northern Territory Government agencies

- Continued to facilitate strategic and collaborative approaches to gamba grass management in the Darwin Harbour catchment and surrounds by working with land managers across all tenures, including the Department of Lands and Planning and Parks and Wildlife Services.
- Continued to administer the Gamba Grass Assistance Program with the assistance of the Northern Territory Fire and Rescue Service, Bushfires NT, the Coomalie Community Government Council and Territory Wildlife Park who distributed herbicide and spray units to affected land managers, complementing existing hazard reduction programs.
- Facilitated the Whole of Government Climate Change Adaptation Steering Group to work across government to develop a *Northern Territory Climate Change Adaptation Plan*.
- Facilitated the Whole of Government Steering Group for the development of a *Northern Territory Waste Strategy*.
- Established a strong collaboration with the Northern Territory Government's Department of Resources around marine protected areas and the development of management regimes that ensure that conservation outcomes are balanced with the sustainable use of marine resources.
- Worked with the Department of Construction and Infrastructure to:
 - Deliver the Defence of Darwin Experience at East Point in Darwin;
 - Deliver the Godinymayin Yijard Rivers Arts and Culture Centre in Katherine;
 - Develop and construct the new air conditioning system for the Araluen Arts Centre;
 - Develop and construct the solar power generation project for the Araluen Arts Centre; and

- Finalise key capital works programs at the Museum and Art Gallery of the Northern Territory, such as the Collections Storage Review Project, and the delivery of a bus stop and associated road works to support visitor attendance.
- Formed partnership with the Department of Resources for the access and loan of items for display in the *Gone Fishin'... the reel Top End story* exhibition.

Landowners/Resource Managers

- Worked closely with Territory Natural Resource Management to co-promote, to the wider community, the importance of gamba grass management as a means to avoid devastating fires and reduce impacts to biodiversity.
- Partnered with landholders and the Parks and Wildlife Division to develop two successful collaborative funding applications to manage bellyache bush in the upper Daly Catchment.
- Worked with the Northern Territory Crocodile Farmers Association and other Northern Territory crocodile farmers to improve management and monitoring of the sustainable harvest of saltwater crocodiles.
- Developed a partnership between the Nhulunbuy Community Library and Rio Tinto Gove Ltd (now Pacific Aluminium Ltd) under the Community Assistance Program to establish funding to engage and involve the community of Nhulunbuy in a Children's Literacy Program. The 'Aunty Peach Show' was brought to town and performed a fun-filled, interactive, dramatic performance of the rhymes of Ronald Dahl. This event promoted children's literacy and the 2012 National Year of Reading. Audiences of in excess of 630 attended these performances and also created extensive networking and liaison between various key organisations in Nhulunbuy.
- Established relationship with Fish River and Wongalara station management to undertake research activity on the properties which form part of the National Reserve System.

Indigenous Groups

- Conducted a joint aerial survey with the Thamarrur Rangers, the Northern Land Council, the North Australia Indigenous Land and Sea Management Alliance, GhostNets Australia and the Commonwealth between Western Australia and Wadeye for both rubber vine and ghost nets.
- Developed strong relationships with Indigenous institutions and major stakeholders through a successful externally funded project “Indigenous Water Planning Management: A Process for Consultation and Engagement for Water Resource Planners”.
- Continued collaboration with all Northern Territory Land Councils and a large number of Indigenous ranger groups and local community organisations to support conservation management and wildlife use activities on Indigenous lands. This includes management of feral animal such as camels and cats; supporting Indigenous involvement in wildlife use enterprises, particularly saltwater crocodile harvest and the trial harvest and captive breeding of Oenpelli Python; monitoring of threatened and significant species; wildlife surveys; and documentation of Indigenous ecological knowledge.
- Initiated collaboration with Groote Eylandt College and Groote Eylandt Bickerton Island Enterprises in the Northern Territory Library project “i-stories”. Through introducing iPads as a medium for creating and sharing stories with local artists, family and children’s services workers, the project increases parental and community involvement in their children’s learning.
- Worked with various Indigenous groups, shires and art centres to facilitate the provision of sustainable free public internet access and computing.
- Continues to work with Custodians and Traditional Owners of Window on the Wetlands, Territory Wildlife Park and Alice Springs Desert Park to ensure the cultural identity of the land was respected and the Indigenous culture of the land was promoted with respect and sensitivity.

- Consulted and researched with the Mok Clan in western Arnhem Land to create the *Ankung Kunred: Wild Honey Country* multimedia CD which records history and culture for future generations.
- Consulted and provided anthropological support to Gunbalanya, Maningrida and a number of other communities in Central Australia to facilitate the return of culturally significant items and skulls to their communities as supported by funding from the Return of Indigenous Community Property program.

Other governments (state, federal, international)

- Continued to work with the Australian Government to implement the *National Waste Policy* through various working groups.
- Signed an intergovernmental agreement with the South Australia Government for the implementation of the Container Deposit Scheme, and continued to work with the South Australia Government on the Container Deposit Scheme operational matters.
- Completed comprehensive bathymetry mapping of Darwin Harbour seafloor using multibeam sonar technology in collaboration with GeoScience Australia, Australian Institute of Marine Science and Darwin Port Corporation). Data made broadly available for management of shipping, dredging and mapping of biodiversity hot spots.
- Continued involvement in the Australian Feral Camel Management Program which involves 19 partners including the Australian, Western Australian, South Australian, Queensland and Northern Territory Governments, Land Councils, peak industry bodies and Natural Resource Management Boards.
- Developed a partnership with the Australian Government’s Screen Australia agency to deliver:
 - the documentary development program REALISATOR; and
 - the feature film development programs Back to Basics and IGNITE LAB.

- Worked with the Australian Government's Office for the Arts to:
 - implement the four year agreement 2009–12 to manage the Regional Arts Fund grants program in the Northern Territory; and
 - secure an agreement for the delivery of professional development opportunities for Indigenous visual artists through Territory arts service organisations including the Association of Central Australian Aboriginal Art and Craft Centres (Desart) and the Association of Northern, Kimberley and Arnhem Aboriginal Artists (ANKAAA).
- Developed enhanced digital interpretation and oral history interviews and corresponding digital stories for the Defence of Darwin Experience through funding and in kind support provided by the Department of Veterans' Affairs.
- Delivery of key Australian Government natural science research and conservation outcomes in collaboration with the Department of Sustainability, Environment, Water, Population and Communities, with provision of external funding and logistical support.
- Planned and delivered the Australian Government funded *Bushblitz* field survey program in which the Northern Territory Herbarium took the lead role with Biodiversity Conservation and the Museum and Art Gallery of the NT.
- Signed a Memorandum of Understanding with the Australia Council for the Arts to provide funding to implement the Creative Education Partnerships Program - Artist in Residence Initiative for 2012.
- Secured an active membership of the national Statistics Working Group to support and advise on the work undertaken by the National Centre for Culture and Recreation Statistics within the Australian Bureau of Statistics under a national agreement.
- Significant involvement from the Heads of Delegation for the Arafura Games to ensure the 2013 Games development is underway, the Charter for the Games is updated and relevant.

- The Indigenous Sport and Recreation Working Group – in five Remote Service Delivery (RSD) sites across the Northern Territory: Nguiu, Gapuwiyak, Wadeye, Yuendumu and Gunbalanya. The Service Delivery Program is being coordinated on behalf of the Australian Sports Commission by the Agency.

Research Providers

- Worked with a broad range of partners including Charles Darwin University, North Australia Indigenous Land and Sea Management Alliance, Australian Wildlife Conservancy, CSIRO, James Cook University and Griffiths University to develop the Northern Australian Hub of the National Environmental Research Program, based at Charles Darwin University. The Hub aims to improve biodiversity conservation in northern Australia through sound planning, innovative policy and strong partnerships and has a strong focus on working with Indigenous land managers. A broad portfolio of projects will receive funding of \$16 million over the next four years.
- Continued partnership with marine science organisations through the Northern Australian Marine Alliance, which includes the Australian Institute of Marine Science, Australian National University and Charles Darwin University, to build marine research capability in Northern Australia by investing in post-graduate education and early career researchers, and providing opportunities for emerging researchers to work in multidisciplinary teams.
- Supported Australian Research Council-funded projects investigating the role of feral cats in small mammal decline (with partners including University of Tasmania, Charles Darwin University and Australian Wildlife Conservancy), and the ecology of the threatened Slater's Skink (Flinders University and South Australian Museum).
- Prepared information for Charles Darwin University which articulates the value of the Northern Territory Library network as a resource for teaching practitioners in urban, rural and remote schools, to meet the requirements of the Australian Curriculum.

- Provided ongoing contribution to professional conversations between the Northern Territory Library and researchers at the Centre for Child Development and Education, Menzies, on the role of libraries in early literacy and learning.
- Initiated collaboration with the Machado Joseph Disease (MJD) Foundation for the Northern Territory Library project “i-stories”, to employ MJD clients with technology skills, to introduce iPads as a medium for creating and sharing stories in aged care and respite services at Angurugu, Groote Eylandt.
- Formed a partnership with the Charles Darwin University on the development of a Virtual Gallery project to deliver increased access to the Museum and Art Gallery of the Northern Territory’s collections through modern information technology solutions.
- Collaborated between Charles Darwin University, Batchelor College and the Museum of Central Australia to develop the Indigenous Cultural Resource Management program. The program provides empowerment to communities through education to preserve their own history and culture.

Art and related sectors

- Conducted a joint initiative between the Northern Territory Library and MusicNT to collect the music of the Northern Territory (recordings, artefacts and stories). Development of a plan and identification of external funding sources for the project has commenced.
- Confirmed renewal for a three year commitment of funding from the Visual Arts and Craft Strategy to assist with the delivery of the Telstra National Aboriginal and Torres Strait Islander Art Award (NATSIAA).
- Collaborated with Association of Northern, Kimberley and Arnhem Aboriginal Artists (ANKAAA) to partner in the 28th Telstra NATSIAA opening night activities.

Community Engagement

The Agency undertook a range of business and community engagement activities in 2011–12 which included the following:

Natural Resources

- Developed and endorsed four statutory Weed Management Plans: *Acacia nilotica* (prickly acacia), *Prosopis spp* (mesquite), *Ziziphus mauritiana* (chinee apple) and *Cabomba caroliniana* (cabomba). These plans were developed with assistance from the Northern Territory Weed Advisory Committee and the Regional Weed Reference Groups. Members of these groups represent the wide variety of stakeholders affected by weeds, including Landcare Groups, environmental groups, Indigenous land managers and the pastoral and agricultural sectors. The draft Plans were publicly exhibited to enable further feedback.
- Continued to implement the Gamba Grass Assistance Program in the Darwin Harbour Catchment and surrounds as a means to involve the community in gamba grass management. Assistance was provided to members of the public in the form of weed management planning advice, free herbicide and spray equipment loans. During the 2011–12 gamba grass control season the number of participants more than doubled to over 500.
- Offered bellyache bush management assistance to affected landholders in the Katherine region in the form of equipment loans and herbicide. Assistance was taken up by eight pastoral landholders.
- Facilitated multi-stakeholder discussions enabling collaborative chinee apple management in Katherine Township and surrounds. Stakeholders involved include small landholders, Landcare groups, Katherine Town Council, Kalano Aboriginal Community Association and Roper Gulf Shire.
- Declared the Western Davenport Water Allocation Plan after extensive consultation with local landholders including Traditional Owners.

- Continued to support the Darwin Harbour Advisory Committee and facilitate two-way information sharing and advice between the Territory Government and the Committee, focusing on sustainable development and long term protection of the Darwin Harbour.

Protected Areas Conservation

- Undertook public consultation on the proposed declaration of Limmen Bight Marine Park and Limmen National Park, south-east of Katherine, which included a print and radio media campaign, web material, meetings with key stakeholders, individual stakeholder contact, a letter to every fisheries license holder, and a public meeting at Borroloola. A total of 60 separate submissions were received.
- Continued to work with Indigenous biocultural knowledge custodians in a number of language groups in north-western Australia to document the traditional heritage associated with plants and animals in their country. This included the publication of books for the Jaminjung, Ngaliwurru and Nungali languages in Judbarra (Gregory) National Park, south-west of Katherine, and the Mangarrayi and Yangman languages associated with Elsey National Park, east of Mataranka.
- Fieldwork with elders was completed for the Dalabon, Bilinarra, Gurindji, Malngin and Walmajarri languages, and funding secured for the printing of their forthcoming biocultural knowledge books.
- Worked with 11 Indigenous ranger groups on threatened species management, wildlife surveys and biodiversity monitoring programs, in both the southern and northern areas of the Northern Territory. The ranger groups were Anmatyerr Rangers, Papunya Rangers, Ingkerreke Rangers, Docker River Rangers, Tjuwumpa Rangers, Finke community members, Yirralka Rangers, Djelk Rangers, Warddeken Rangers, Gumurr Marthakal Rangers and Fish River Rangers. This included the ongoing placement of an Agency Biodiversity Scientist within the Djelk and Warddeken IPAs.

- Collaborated with relevant Land Councils and Indigenous groups to facilitate processes and outcomes from commercial use of crocodiles, in particular to increase the allocation of commercial take of crocodile eggs and animals from Indigenous lands.
- Worked with Indigenous ranger groups and Traditional Owners in the southern Northern Territory to establish monitoring sites for the impacts of camels on sites of natural and cultural importance, and to track the recovery of such sites following camel control. This involved training 300 Indigenous participants in aspects of wetland and vegetation monitoring, and was so successful that Agency staff were invited to assist with similar programs in South Australia and Western Australia.
- Established the Casuarina Coastal Reserve Advisory Committee to assist in the preparation of a new Management Plan for Casuarina Coastal Reserve.
- Facilitated reserve management and development planning for Howard Springs Nature Park and Litchfield National Park through the community advisory groups established for those parks.
- Established a Parks and Wildlife Facebook page to further enhance Parks and Wildlife's online engagement and provide an expanded set of tools for direct communication and community engagement with the region's residents and the broader community on issues relating to specific Parks and Wildlife topics.

Arts and Culture

- Developed and opened the Defence of Darwin Experience in consultation with the Royal Australian Artillery Association (NT Branch) and the Defence of Darwin Experience Advisory Group, including members from key stakeholder organisations. The Defence of Darwin Experience is managed by the Royal Australian Artillery Association (NT Branch) under an agreement with the Northern Territory Government and through an interactive multimedia display provides an opportunity for visitors to learn about the bombing of Darwin during WWII.

- Increased community engagement through establishment of the Araluen Cultural Precinct Community Reference Group, with membership including representatives of the Friends of Araluen and the Alice Springs Town Council, along with general community members.
- Continued to deliver the National Partnership Agreement on Remote Indigenous Public Internet Access, for the Territory and Australian governments. The third year of the program has delivered improved public internet access facilities, maintenance and basic computer training in 40 remote Indigenous communities. A feature of this year's program was the delivery of four regional workshops, to further engage with stakeholders, including shire personnel.
- Established the Oral History Advisory Committee (which includes two community representatives) to advise and guide the work of the Oral History Program of the NT Archives Service. This work ensures the collection is preserved appropriately and is discoverable to both professional historians and those with a non-professional (potentially families) interest in exploring historical records.
- Completed the *Ankung Kunred: Wild Honey Country* Indigenous cultural project and released a multimedia CD by the Museum and Art Gallery of the NT, which was achieved through long term and high level engagement with the Mok Clan on West Arnhem Land Plateau, south of Maningrida. The project has effectively preserved clan culture and heritage for future generations.
- Promotion of *Gone Fishin'... the reel Top End story* exhibition through a highly successful photo competition, which engaged with a wide audience across the local community. This was achieved through partnerships with the Northern Territory Government's Department of Resources, NT Seafood Council, local artists, local collectors and ABC radio.

- Worked with all Northern Territory Visual Arts and Crafts organisations to develop a CHAN exhibition program and a community organisation model to manage the CHAN venue and program. Appointed 24HR Art as the Program and Venue Manager for the Chan Contemporary Art Space for 2012 which involves all aspects of venue management, promotion and marketing of the space. During the financial year a total of 10 exhibitions have been held with an audience of 10 584.
- Took a lead role in working with consultants, Positive Solutions, and the Katherine Regional Cultural Precinct (named *Godinymayin Yijard Rivers Arts and Culture Centre*) Interim Board of Management in consultation with the Katherine community towards developing a Business Plan for the Cultural Centre.
- Held consultative forums on the *National Cultural Policy Discussion Paper* in September 2011 the arts sector in partnership with the Australian Government's Office for the Arts, Australia Council for the Arts and local government municipalities in Darwin, Katherine and Alice Springs and the Barkly Shire in Tennant Creek. These forums gained Northern Territory community input and feedback on the development of a new *National Cultural Policy* for Australia.
- Implemented a cross government community partnership for the delivery of the inaugural *Artists in Education - Remote Schools* program and engaged with three remote communities with the Northern Territory Government's Department of Education to implement and deliver this program with schools in Maningrida (West Arnhem Shire), Galiwin'ku, Elcho Island (East Arnhem Shire) and the Warlpiri Triangle communities of Lajamanu, Nyirrpi, Yuendumu and Wilowra in Central Desert Shire. This initiative delivered by Corrugated Iron Youth Arts, sees artists embedded into schools on a full time basis to improve early childhood learning outcomes.

Environment and Heritage

- Consulted with local government, beverage and waste/recycling industry on implementation of the Container Deposit Scheme.
- Consulted and supplied information to registered Territory businesses about the Plastic Bag Ban with follow up visits occurring in many regions.
- Consulted with targeted stakeholders and the community on proposed amendments to the *Waste Management and Pollution Control Act* to enhance government's investigative and enforcement abilities under that Act.
- Engaged the community on projects undergoing assessment under the *Environmental Assessment Act*. Public comments are invited on draft guidelines, Environmental Impact Statements and Public Environmental Reports and taken into consideration in finalising guidelines and assessment reports.

Sport and Recreation

- Undertook a major operational and strategic review of the Arafura Games post the 2011 Games.
- Delivered a Premiership NRL match for the first time at TIO Stadium. It has been 17 years since the last Premiership game was held in Darwin (1995 at Richardson Park). The hosting of this match saw extensive community engagement programs held in Darwin as part of the event agreement.
- Held quarterly forums/workshops with peak sporting organisations in 2011–12. The forums provided an opportunity for sporting organisations to network, exchange information and provide valuable input and feedback to the Agency.