

DEPARTMENT OF NATURAL RESOURCES, ENVIRONMENT, THE ARTS AND SPORT

# Corporate Governance



## Corporate Governance Snapshot

- The Executive Leadership Team (ELT) is the Agency's principal planning and decision making body on governance matters and met on twelve occasions during 2010–11 in Darwin, Katherine and Alice Springs.
- The Agency's Audit and Risk Management Committee met five times in 2010–11. To discuss a range of internal audit and risk management issues and provide independent advice and assistance to the Chief Executive on the effectiveness of the Agency's audit, risk management and internal control processes.
- Two Senior Managers' Forums were held in Darwin in 2010–11, led by the Chief Executive and attended by approximately 160 senior employees.
- Substantial work was carried out in 2010–11 to enhance the Performance Enhancement System by reviewing the options of implementing an online PES system and incorporating the *Northern Territory Public Sector (NTPS) Capability and Leadership Framework*.
- The Agency's Infrastructure Management team project managed an \$11.29 repairs and maintenance program and delivered a significant amount of projects in 2010–11 some of which include:
  - Construction of a building to house interactive media and provide a point of contact for distribution of visitor information as part of Stage Two Developments West MacDonnell Discovery Centre and facilities at the Alice Springs Desert Park;
  - Electrical distribution upgrades to the camp ground and visitor centre at Nitmiluk National Park, near Katherine; and
  - Various works at the Hidden Valley Motor Sports Complex including upgrade of Drag Strip, Go Kart track and Northline Speedway, as well as upgrades to drainage, sewerage and electrics across the complex, Darwin.
- A decrease in fleet numbers and the replacement of older vehicles with more fuel efficient options has resulted in a 17 per cent reduction in Greenhouse emissions compared to 2008–09.
- The Agency achieved a 4.8 per cent reduction in energy intensity for 2009–10 (results for 2010–11 are not finalised until late October 2011).
- The Agency has implemented a number of infrastructure projects funded through its minor new works program and the Territory Government Energy Efficiency Program (GEEP) which have reduced energy use at the Museum and Art Gallery NT (MAGNT), the Marrara International Stadium and the Territory Wildlife Park (TWP).
- In 2010–11, the Agency responded to four new formal information requests, two requests related to government information. No requests were withdrawn and one was still ongoing as at 30 June 2010.
- 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.
- In 2010–11 the Agency's risk based three year rolling Strategic Internal Audit Plan was approved and implemented, including implementation of the Agency's risk based annual Internal Audit Plan.
- A Strategic Energy Management Plan (SEMP) has been developed as the foundation for the Agency sustainability program to 2015.
- Nine face-to-face induction programs were conducted in 2010–11 in Darwin, Katherine and Alice Springs for 76 new employees.
- A total of 72 accident and injury reports were received in the reporting period, a decrease of nine reports from 2009–10.

## Framework

Corporate governance describes the processes by which the Agency is directed, controlled and held to account for its actions. Governance encompasses frameworks of authority, accountability, stewardship, leadership, direction and control exercised throughout the Agency.

Key elements of this framework are the Agency's:

- Management Environment (in terms of how decisions are made, communicated and implemented);
- Leadership and Direction;
- Accountability Frameworks;
- Identification and Management of Risk;
- Legislative Environment; and
- Performance Reporting.

Significant guidance regarding an appropriate public sector governance framework is provided by the Australian National Audit Office (ANAO) in its publication *Public Sector Governance 2003 (Volumes 1 and 2)*. In developing its governance framework the Agency has adopted the principles advocated by the ANAO – Leadership, Accountability, Integrity, Transparency, Efficiency and Stewardship.

The ANAO model emphasises the importance of the relationships between the elements of good governance, stating that without leadership, ethical conduct and a performance culture there would be no governance foundation to build on.

In 2010–11 the Agency commenced the review of its corporate governance model to ensure it continues to meet its corporate governance responsibilities through public sector best practice. The review, including any refinements to its existing model will be completed in 2011–12.

## Principles of Public Sector Governance

### *Leadership*

Refers to the tone at the top and is critical to achieving a commitment to good governance across the Agency.

### *Accountability*

Is the process whereby the Agency and its employees are responsible for their decisions and actions and submit themselves to appropriate external scrutiny.

### *Integrity*

Relates to straightforward dealing and completeness. It is based upon honesty and objectivity and high standards of propriety and probity in the stewardship of public funds and resources and management of the Agency's affairs. It is dependent on the effectiveness of the control framework, influenced by legislation and ultimately determined by the personal standards and professionalism of the individuals within the organisation.

### *Transparency*

Is required to ensure stakeholders, including the Legislative Assembly and the community, have confidence in the decision making processes and actions of the Agency, in the management of its activities and its employees.

### *Efficiency*

Is the best use of resources in order to deliver the Agency's priorities with a commitment to evidence-based strategies for improvement.

### *Stewardship*

Relates to Agency employees as stewards of the powers and resources of the Territory allocated to the Agency to manage. It is important that the Agency is governed so that its capacity to service government and the community is maintained and improved.

## 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 2011, the ELT was comprised of the Chief Executive, seven Executive Directors and two Directors. 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 twelve occasions during 2010–11 in Darwin, Katherine and Alice Springs. This is an increase 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 also conducted a planning session in December 2010 to develop priorities for 2011. In 2010–11 the ELT also conducted a workshop with senior employees in Alice Springs to develop a vision for the Agency specifically for Alice Springs. A proposed new Corporate Governance Framework was also a major discussion point. 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. Jim is very keen to lead the Agency into an era where government is much better connected to communities and to involve business and community in the environment, arts, sport and parks.

### Dr Diana Leeder – Executive Director, Natural Resources



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 – Executive Director, Environment and Heritage**



Matt has background in agricultural development, communication and extension in a government and private enterprise context. His career has spanned from sheep farming to Program Manager of the Horticultural Research and Development Corporation, Director Plant Industries and Director, Primary Industry Futures with the Department of Regional Development, Primary Industry, Fisheries and Resources.

He has a strong interest in, and passion for, sustainable development and transparent and accountable public service delivery.

**Hugo Leschen – 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 – Executive Director, Sport, 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 for 22 years, initially as a wildlife veterinarian and later as curator and manager of the Alice Springs Desert Park for nine years from 1996. Graham’s work at the Alice Springs Desert Park linking environmental education and tourism with Indigenous employment and development led him to Groote Eylandt, where he was the Northern Territory Government’s

Regional Coordinator for two years. He commenced his current position in November 2006.

**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 been in this role since 2005.

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.

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**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 landuse on wildlife. Alaric was a project leader in the Tropical Savannas CRC and will be a theme leader in the new North Australian Biodiversity Hub.

### ELT Sub-committees

The Agency has two sub-committees which independently report to the Executive Leadership Team (ELT) to support the Agency's activities and provide an increased focus on their respective purposes. Each sub-committee has a member from the ELT who act as a champion and ensures a direct link between the ELT and the sub-committee as part of the Agency's governance framework.

### Occupational Health and Safety Committee

The Occupational Health and Safety (OHS) Steering Committee was established in 2010 and met quarterly throughout 2010–11. The Agency's divisional OHS Committees were established following consultation with staff in early 2010. These Committees have facilitated the review of procedures for emergencies, fire wardens and first aid officers to ensure that the procedures reflect workplace needs. All Divisional OHS Committees met quarterly throughout the reporting period. The OHS consultant continued work on the *OHS Management Plan*.

### Indigenous Employment Leadership Group

In March 2011 the Agency's Executive Leadership Team endorsed its newly developed *Indigenous Employment and Career Development Strategy*. Of significance is the Agency target of 12 per cent of its employees identifying as Indigenous by the end of 2011 and 14 per cent of its employees identifying as Indigenous by the end of 2012. These targets plus retaining the current workforce will be achieved through a range of strategies developed in consultation with Indigenous members of our workforce through the Indigenous Employment Leadership Group.

With the endorsement of the Agency's *Indigenous Employment and Career Development Strategy* the Advisory Group was reshaped and renamed to the Indigenous Employment Leadership Group.

The Indigenous Employment Leadership Group is comprised of Agency employees working in a range of levels and areas. Its membership will be predominately comprised of identified Aboriginal and or Torres Strait Islander employees and other Agency employees that have been influential or active in Indigenous employment and career development.

This Group undertakes a directive leadership role to ensure the progress of actions of the *Indigenous Employment and Career Development Strategy* through its high level strategic advice to the Executive Leadership Team. The Advisory Group members will actively embed Indigenous employment and career development as mainstream for the agency.

The Agency's *Indigenous Employment and Career Development Strategy* was published on the Agency's Intranet site and is supported by a range of tips and tools to all employees, managers and supervisors for targeted action to attract retain and grow our Aboriginal and Torres Strait Islander workforce.

## Agency Culture

For governance arrangements to be effective an organisation must have a culture that supports strong governance. In 2010–11 the Executive Leadership Team continued to develop ways to engage staff and seek feedback through the continuation of staff focus groups sessions.

Many initiatives have been undertaken in 2010–11 in an effort to continue improving and strengthening the Agency's culture and ultimately its productivity and ability to deliver outcomes for the community and the government.

The shaping of this culture has occurred through developing its leaders through senior staff forums, led by the Chief Executive. These forums have proven to be highly beneficial to Agency employees. The continued use of the Performance Enhancement System has been beneficial to building the culture of the Agency. This mechanism focuses on attitudes, behaviours and performance to achieve agreed key business deliverables.

The organisational self diagnostic the Agency took part in also provided to be an insightful tool for gaining employees thoughts about the Agency and its ability to meet its key deliverables. The Agency's Executive Leadership team strongly believes that the Agency's culture and commitment to supporting and developing its employees is crucial for it to meet its deliverables for government.

## Leadership Development

The Agency's Executive Leadership Team (ELT) recognised that ultimately it is the acts or omissions of the people charged with leadership that determines whether governance objectives are achieved. The ELT continued to support senior staff in developing leadership skills and to enhance their ability to utilise the capability and creativity of their employees. The Agency's Senior Managers Forums were used as a way of enhancing this culture.

The Agency also supported its leaders through access to executive coaching to assist them in the context of their current responsibilities. Additionally, a number of our leaders have attended the Future Leaders and Executive Leadership Programs which were facilitated by the Northern Territory Government's Office of the Commissioner for Public Employment as well as attendance at the Australia and New Zealand School of Government (ANZSOG) short programs. One Agency leader is completing the ANZSOG Masters' Program.

## Senior Managers' Forum

Two Senior Managers' Forums were held in Darwin in 2010–11, led by the Chief Executive and attended by approximately 160 senior employees.

Each forum had a number of sessions with key speakers external to the Agency focussing on leadership in the government context. This year's topics included *Territory 2030* implementation, engaging the community as well as presentations from the Northern Territory Treasury and other Territory Government Agencies.

The forums continued to develop leadership capacity and broader government contextual thinking through focusing on the Agency's strategies and priority business areas. The forums also focused on leadership styles and decision making processes to assist our leaders to understand their own and the style of the Executive Leadership Team.

A forum was also held in Alice Springs which provided 20 staff the opportunity to participate in a condensed version of the Senior Managers' Forum, held in Darwin.



## Performance Enhancement System

The Performance Enhancement System (PES) was developed to provide managers and employees with the tools and training to have formal and constructive feedback sessions. The PES identifies the attitudes and behaviours needed by each employee to achieve agreed key business deliverables.

The principles underpinning the PES are:

- Valuing regular communication between all parties when discussing individual performance (workplace tasks and behaviours);
- Encouraging clear communication and trust; and
- Maximising individual potential through the support of individual development, growth and work satisfaction.

In 2010–11 the Agency continued to support managers with the PES process to ensure the system is fully implemented across the whole Agency. Substantial work was carried out in 2010–11 to enhance the PES through the scoping study of implementing an online PES system and incorporating the *Northern Territory Public Sector (NTPS) Capability and Leadership Framework*.

Creating this online PES system, as opposed to the current paper based system, will strengthen work performance of individuals and teams and to inform decisions around determining and prioritising appropriate professional development and learning. It will also allow the Agency to collect accurate data on completion of PES discussion. It is anticipated this work around the online system will be completed in 2011–12.

## Organisational Self Diagnostic

An Organisational Self Diagnostic (OSD) of the Agency was undertaken during the year. The OSD was developed by the Northern Territory Government's Office of the Commissioner for Public Employment from a model used in the public services in the United Kingdom and New Zealand. It is designed to assist Agencies to improve performance by not only identifying how they are currently placed but also where they can do better and how this can be achieved.

The Agency volunteered to pilot the project for the Northern Territory Public Sector and an assessment has been undertaken against a performance framework.

The Agency's Executive Leadership Team appointed a working group of five Agency employees to undertake the first phase of the assessment and to develop a Self Assessment Report. The working group's findings were then reviewed by a senior public servant external to the Agency.

## Accountability and Authority

The Executive Leadership Team recognises that clear accountabilities and authorities are crucial to effective governance. The Agency has delegations in place that provide the formal mechanism for the assignment of authority and responsibility to another person to exercise certain powers or functions on behalf of a delegate, e.g. Chief Executive or Minister. The delegations are revised and updated each year. The decisions and actions of Agency employees are subject to external scrutiny through the Office of the Northern Territory Auditor-General's audit program.

## Ethical and Responsible Decision Making

Employees are expected to uphold the *Northern Territory Public Sector Principles and Code of Conduct*. Policies and procedures in place to promote ethical conduct include:

- Code of Conduct for Visiting Properties in the Northern Territory;
- Code of Conduct and Supervisory Practices for Commission Employees Working with Children; and
- Code of Conduct for the Junior Ranger Program. The Agency's Code of Conduct training program was held in Darwin, Palmerston, Katherine and Alice Springs.

The program is designed to enhance employee's knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. It also draws on the *Northern Territory Public Sector Principles and Code of Conduct* as the source document which sets out the conduct expected of all Northern Territory Public Sector employees and the values they are obliged to uphold.

In addition the Agency has a *Complaints Handling Policy* which is supported by procedures, a flowchart and a sample complaints form. The framework provides a best practice model for handling complaints from Agency clients in recognition that effective complaint handling is a key component of good customer service.

## Business Planning

The *Territory 2030* Strategic Plan identifies how the Territory Government will manage Territory growth into the future and delivery of key initiatives which underpin a strong, progressive and vibrant Territory community. *Territory 2030* shapes and determines the Agency's business planning priorities.

This Agency plays a major role in three of the six areas highlighted in *Territory 2030*:

- Society – through sport and recreation;
- Environment – including protected areas management, biodiversity and weed management; and
- Knowledge, creativity and innovation – arts and knowledge centres.

In addition to *Territory 2030* the Territory Government's *Climate Change Strategy* and *Working Future Policy's Local Implementation Plans* also influence the Agency's Business Planning priorities.

The Agency also has a Four Year Priorities Plan which came into effect in 2008–09. It aligns the Agency's key priorities with those set out in whole of government strategies such as the *Territory 2030* Strategic Plan and the *Climate Change Policy*. The Four key priorities for which all the Agency's work is delivered is listed below:

1. Create a legislation and policy framework to deliver sustainable development and preserve Territory lifestyles.
2. Developing involved, healthy and creative communities.
3. Introducing conservation systems for the 21st Century that provide a strong long term platform for regional development and tourism.
4. Improve systems to help deliver and measure our success.

The Agency's progress towards *Territory 2030* responsibilities, *Climate Change Strategy* targets and *Working Future Local Implementation Plan* progress can be found in the Overview Section from page 5.

## Strategic Objectives 2009–14

The Agency's *Strategic Objectives 2009–14* are outlined on page 7 of this Annual Report.

## Divisions and Business Units

All divisions and business units within the Agency undertake regular business planning to ensure the alignment of their plans to the Agency's Four Year Priorities Plan, which incorporates government priorities, initiatives and outcomes, and that they are placed to meet their core business commitments. Business Plans are updated to reflect new government priorities and initiatives such as *Territory 2030*, *Climate Change Strategy* and *Working Future Local Implementation Plans*.

## Risk Management and Audit Practices

The establishment of an effective corporate services capacity, particularly governance and financial structures, is fundamental to an organisation’s ability to develop and institute an effective risk management framework.

The Agency’s Business Services Unit has responsibility for instilling governance, risk management and internal audit frameworks and processes across the Agency. The Territory Government self insures its insurable risks. See the Appendixes on page 248 for a list of the Agency’s insurable risks.

Managing the Agency’s risks and conducting audits and reviews provides assurance to the Chief Executive and Agency stakeholders of the Agency’s activities. These practices measure the Agency’s compliance and performance against its legislative obligations and assists the Agency in achieving its strategic objectives.

In 2010–11 the Agency’s risk based three year rolling *Strategic Internal Audit Plan* was approved and implemented, including implementation of the Agency’s risk based annual *Internal Audit Plan*. During the year focus continued on refining risk management processes to strengthen the Agency’s risk management framework. As part of the Agency’s risk management framework, the Executive Leadership Team (ELT) and each Division undertook risk assessments against their respective strategic and business plans to ensure the Agency’s risk profile remains up to date.

The priority for 2011–12 is completing the review of the Agency’s corporate governance model and implementing any identified improvements to the Agency’s risk management or audit frameworks. Ongoing work will continue in relation to building the Agency’s risk maturity, including mechanisms to streamline and improve sharing and reporting of internal audit results.

## Audit and Risk Management Committee

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 external accountability (including financial reporting) and legislative compliance responsibilities.

In accordance with the Committee’s Terms of Reference membership continues to comprise two external members to the Agency and two ELT 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 the consideration by the Chief Executive on the Agency’s draft annual report.

The Committee met five times in 2010–11 in September, October and December in 2010 and March and June in 2011.

Committee Role	Committee Members	No. Attended	Maximum Possible
Chairperson	Iain Summers – Governance Consultant and past Auditor-General for the Northern Territory (1995–2002)	5	5
Member	Catherine Weber – Deputy Chief Executive, Strategic Policy and Governance, Department of Housing, Local Government and Regional Services	4	5
Member	Diana Leeder – Agency’s Executive Leadership Team	5	5
Member	Graham Phelps – Agency’s Executive Leadership Team	4	5

Key outcomes from the Agency's Audit and Risk Management Committee meetings for 2010–11 included:

- Assessing the collated results and agreeing the actions proposed to address any deficiencies identified in the first annual self-assessment questionnaires completed by the Committee and the Agency's Corporate Governance Unit. Actions were added to the Committee's Actions Arising Report;
- Continued monitoring of refinements to the Agency's risk management processes, in particular to the *Risk Register* around useability based on feedback from managers, reporting improvements and the link to internal audit activities;
- Re-development of an Executive Summary document to accompany the Agency's *Risk Register*; including trend reporting and a mechanism for monitoring that risk mitigations are working;
- Continued monitoring of management's progress to agreed risk mitigation actions and the reporting of any issues to the Chief Executive;
- Overseeing the completion of the Agency's Internal Controls document, including commencement of testing and reporting of the results from the internal controls self assessment audits;
- Recommending amendment to the Agency's *Internal Audit Manual* for approval to the Chief Executive;
- Reviewed and endorsed the Agency's 2010–11 *Internal Audit Plan* and the Agency's *Strategic Internal Audit Plan*;
- Continued review of audit reports and monitoring of management's implementation of audit recommendations; and
- Advised the Chief Executive that the Agency could demonstrate an adequate internal audit capacity in 2010–11 for the purpose of this Annual Report's transmittal letter.

## Risk Review and Assessment

The Agency-wide annual risk assessments commenced in late March 2010–11, in line with the Agency's agreed risk management processes. These assessments form the Agency's 2011–12 risk profile and are captured in the Department of Natural Resources, Environment, The Arts and Sport 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 2011–12 risk profile will be used to update the Agency's *Strategic Internal Audit Plan* and develop its annual *Internal Audit Plan*.

## External Audits

During 2010–11 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 2010–11 can be found in the Appendixes on page 241.

## 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 241.

### Internal Audits and Reviews

Under the Agency's 2010–11 *Internal Audit Plan* a number of risk-based audits were conducted to improve performance or compliance, or a combination of both. Risk reviews were conducted for the purpose of improving performance. 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 241 for a list of the internal audits and reviews conducted by the Agency in 2010–11.

### Internal Management Reviews

The Agency conducted a number of management reviews for the purpose of improving program performance. See the Appendixes on page 241 for a list of the management reviews undertaken in 2010–11.

### Grant Acquittals

The Agency is responsible for administering a number of grants to Territorians including a number of recurring grants 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 which exceeds \$10 000 are listed in the Appendixes on page 270.

A full list of the grant programs administered by the Agency can be found in the Appendixes on page 251.

## 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.

In 2010–11, the Agency was successful in securing external funding of \$1.5 million from the Australian Government's Department of Health and Aging for the upgrade of the Hidden Valley Motor Sports Complex Drag Strip.

Key infrastructure achievements in 2010–11 include:

- Construction of a building to house interactive media and provide a point of contact for distribution of visitor information as part of the West MacDonnell Discovery Centre and facilities at the Alice Springs Desert Park;
- Electrical distribution upgrades to the camp ground and visitor centre at Nitmiluk National Park, Katherine region;
- Installation of a hybrid power system at the ranger station, Watarrka National Park, Alice Springs region;
- Upgrade of the car park at Berry Springs Nature Park, Darwin region;
- Construction of elevated boardwalk at Finke Gorge, Alice Springs region;
- Upgrade of a hybrid power generation system to solar at Palm Valley, Finke Gorge, Alice Springs region;

- Installation of a public disabled toilet at Keep River National Park ranger station, Katherine region;
- Various works at the Hidden Valley Motor Sports Complex including upgrade of Drag Strip, Go Kart track and Northline Speedway, as well as upgrades to drainage, sewerage and electrics across the complex, Darwin;
- Replacement of public address system at TIO Stadium, Darwin;
- Upgrade of air conditioning at Marrara Indoor Stadium, Darwin;
- Civil works at the WWII Strauss Airfield and stores sites, Darwin; and
- Reconstruction of the Arafura Athletics Track at Marrara, Darwin.

Significant progress was made during the year on the following projects:

- Construction of a new entry and foyer area at the Darwin Aviation Heritage Centre to provide a formal entrance to the centre, a new engine bay exhibit and a new toilet block at the rear of the main hangar, Darwin;
- Construction of the Palmerston Water Park incorporating car parking, head works, skate parks, a wet play area, kiosk, offices for lifeguards, toilets, change rooms and water slides, Darwin; and
- Replacement of the wet store fire suppression system at Museum and Art Gallery of the Northern Territory, Darwin.

These projects are expected to be completed in 2011–12.

The Agency delivered its \$11.29 million Repairs and Maintenance Program in 2010–11. Details of works delivered are in the Appendixes on page 283.

### Challenges in 2010–11

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.

During 2010–11 prolonged wet season conditions caused flooding and storms across the Territory. Excessive rain caused access and safety concerns which prevented or delayed commencement of some projects such as firebreak maintenance, construction of walking tracks and swim entry points, and fencing maintenance across the Territory, in particular at Hatches Creek in the Tennant Creek region.

In February 2011, flooding and winds associated with Tropical Cyclone Carlos around Darwin caused extensive damage to the Agency's infrastructure and assets, resulting in additional works to be carried out to:

- Access deck, trees and walking tracks at Casuarina Beach;
- Old Qantas Hangar ceiling;
- Trees at Frog Hollow, Museum and Art Gallery of the Northern Territory and East Point Maritime Museum;
- Dam wall at Fogg Dam, east of Darwin;
- Trees, fencing and walking tracks at Berry Springs, Darwin region;
- Roof at Sports House; water damage at various sporting venues across Darwin;
- Trees and roads at George Brown Darwin Botanic Gardens; and
- Damaged shade cloth at Leanyer Recreation Park, Darwin.

Lengthy delays in delivery of the infrastructure program were also experienced for projects requiring Aboriginal Area Protection Authority clearances.

### Future Priorities in 2011–12

The Agency works in association with the Northern Territory Government's Department of Construction and Infrastructure to achieve its infrastructure priorities for 2011–12 which include:

- Delivery of the \$11.84 million Repairs and Maintenance Program;
- Completion of the construction of the Defence of Darwin Experience at East Point, Darwin;

- Completion of the construction of the Katherine Cultural Precinct, Katherine;
- Completion of works related to alternative water play areas and aquatic wildlife viewing facilities at Howard Springs Nature Park, Darwin region;
- Commence construction of the Wangi Visitor Centre facility in Litchfield National Park, Darwin region;
- Commencement of initial works for the construction of a campground at Tomato Island, Katherine region;
- Commencement and completion of the Araluen Cultural Precinct, air conditioning system, Alice Springs;
- Commencement and completion of installation of photovoltaic solar panels at the Araluen Cultural Precinct, Alice Springs;
- Commencement and completion of an upgrade of kiosk facility at Leanyer Recreation Park to a bistro/café including commercial kitchen and indoor and outdoor seating areas, Darwin;
- Commencement and completion of construction of the Water Park in Palmerston incorporating a wet play area, kiosk, offices for lifeguards, toilets, change rooms and headworks to develop site, Palmerston;
- Commencement and completion of the Palmerston tennis and netball facility construction including new courts, lighting to all courts and a co-located clubhouse with canteen for each sport, Palmerston;
- Commencement and completion of the Palmerston soccer facility upgrade including an upgrade of soccer pitches and construction of grandstand seating and a clubhouse with canteen, Palmerston;
- Commencement and completion of the Palmerston rugby league facility construction including two playing fields, grandstand seating and a clubhouse with canteen and change rooms, Palmerston; and
- Commencement and completion of construction of the Palmerston AFL football facility including a new oval, lighting, grandstand seating and a clubhouse with a bar/bistro and change rooms, Palmerston.



## 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

In 2010–11, the Agency recruited a full-time sustainability officer position. A primary focus for this officer over the year has been the development of an Agency wide Energy Management Plan and governance systems to assist the Agency to meet the targets set out under the Northern Territory Government *Climate Change Policy*.

As part of this, the Agency has reviewed the support systems in place to manage, track, promote and evaluate its energy use. Information gathered from this review identified a number of areas where the Agency could improve its energy management and its ability to achieve the targets set out under the *Climate Change Policy*.

A Strategic Energy Management Plan (SEMP) has been developed as the foundation for the Agency sustainability program to 2015. Under the SEMF the Agency will adopt an Energy Management System (EnMS) structured in line with the recently released ISO50001 Standards for Energy Management Systems and ISO14000 Standards for Environmental Management Systems. The system will help to ensure continual improvement of energy management within Agency operations.

### Sustainable Office Policy and Practice

The Agency actively 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.

The Agency's Green Group, which is made up of representatives from numerous Agency work units, provides encouragement and motivation within the workplace to change daily behaviours towards more sustainable practices.

During the year members of the Green Group promoted employee involvement in sustainability events such as Ride to Work Day and to attend informational talks and forums aimed at increasing understanding of sustainability principles at work and at home.

The Agency has continued efforts to minimise its carbon footprint by adopting appropriate office based technological solutions and supporting policies.

The Agency utilises video conferencing equipment in major regional centres to reduce the need for air travel. This equipment is also utilised by other Agencies when required. The Agency continues to purchase carbon offsets for all air travel effectively neutralising its carbon footprint associated with this activity.

#### Air Travel

Performance measure	Indicators	2010–11	2009–10
Distance travelled <sup>(1)</sup>	Total intrastate distance travelled (km)	1 528 331	(2)
	Total interstate distance travelled (km)	3 019 742	(2)

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.

2. 2009–10 data not captured, monitoring commenced 2010–11.

The Agency is looking to further minimise its carbon footprint from travel by reducing employees commuting between local office based meetings.

In 2011–12 the Agency will conduct a hot desk trial where staff will be able to utilise vacant workstations away from their usual office when required to attend multiple meetings in the area at different times of the day. 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.

## Fleet

In July 2009 the Agency implemented the Territory Government’s *Greening the Fleet Strategy* with a targeted 14 per cent reduction in greenhouse emissions from vehicles from 1 July 2009 to 30 June 2011.

Actual greenhouse emissions produced for the 2010–11 year was 1 451 tonnes, which is a 17 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 18.

In 2011–12 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.

The Agency’s Executive Leadership Team has demonstrated their commitment to greening the fleet by replacing their vehicles with fuel efficient 4 cylinder vehicles. Cost neutral incentives are offered to Executive Contractor Officers to select level appropriate vehicles which are more fuel efficient. The take up of the incentive in 2011–12 is expected to increase as current vehicles become due for renewal and it is anticipated Territory Government minimum green rating requirements will be increased as part of the *Greening the Fleet Strategy*.

### Fleet Energy

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

1. Fuel card purchases for passenger and light commercial vehicles.

During 2010–11 an online vehicle booking system developed by the Territory Government’s Department of Business and Employment, NT Fleet, was implemented across the Agency. This has improved accessibility of vehicles increasing opportunities for pooling. It is expected that this will lead to a reduction in the total number of pool vehicles required by the Agency. Increased access to more fuel efficient vehicles allows employees to limit the use of 4WDs to tasks which require a heavy duty vehicle.

A complete review of the Agency’s fleet was conducted in 2009–10 leading to the establishment of a reporting system to monitor progress and identify further opportunities for greenhouse emission reduction. This reporting system has been continually reviewed and improved during 2010–11 leading to better management of vehicle utilisation, and ensuring the Agency gains maximum benefits from the current lease conditions.

Fifty-three per cent of the Agency’s fleet is due for replacement during 2010–11. New vehicle technology provides options that meet both field work and bush driving requirements, as well as providing lower carbon outputs than previous vehicle models. All Agency fleet vehicles now meet or exceed minimum greenhouse emission standards in line with the *Greening the Fleet Strategy*.

In September 2010 the Agency was given the opportunity to trial a Mitsubishi MEiV electric vehicle. Employees have been encouraged to utilise this vehicle for work travel purposes and provide feedback to NT Fleet on its performance. Actual indirect greenhouse gas emissions associated with the consumption of Northern Territory electricity for charging of the batteries has been calculated at 138.6 g/km, this is similar to actual emissions from a hybrid petrol/electric vehicle.

## 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. Progressive targets were set for each year leading up to 2011 and are measured against baseline figures established in 2004–05.

### Building Energy

Performance measure	Indicators	2010–11	2009–10
Energy use	Electricity, Diesel for power generation, LPG (GJ) <sup>(1)</sup>	48,813	52,296
Energy intensity	Energy used per square metre of internal floor area (MJ/m <sup>2</sup> )	556	593
Greenhouse gas emissions	Scope 1, 2, and 3 greenhouse gas emissions (tonnes carbon dioxide equivalent, t CO <sub>2</sub> -e)	9,698	10,526
Greenhouse gas emission intensity	Greenhouse gas produced per square metre of floor area (kg/m <sup>2</sup> )	110	119
Energy used per employee – office buildings <sup>(2)</sup>	Energy used per building occupant (MJ/person/annum)	10,756	11,229
Installed renewable energy	Total solar photovoltaic power installed (kW)	80	17

1. As reported under the *Energy Smart Building Policy*. Total includes the Department and Territory Wildlife Park 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 NTG Energy Smart Building Policy.

The Agency, achieved a 4.8 per cent reduction in energy intensity for 2009–10 which is a total of 10 462 tonnes of greenhouse gas emissions. Of the 63 facilities that the Agency reported on in 2009–10, 34 reduced energy intensity compared to 2008–09.

Building energy intensity reporting is managed by the Territory Government's Department of Lands and Planning and results for 2010–11 are not finalised until October 2011. The Agency's internal energy data monitoring show that the Agency continued to reduce the energy intensity of its building portfolio in 2010–11.

### Energy Efficiency Program

The Agency has implemented a number of infrastructure projects funded through its minor new works program and the Territory Government Energy Efficiency Program (GEEP) which have contributed to reduced energy use at its facilities such as the Museum and Art Gallery of the Northern Territory (MAGNT), the Marrara Indoor Stadium and the Territory Wildlife Park (TWP).

#### *Museum and Art Gallery of the Northern Territory*

Commissioning of the new energy efficient chillers to the main building of the MAGNT, funded through the Agency's minor new works program, was completed in December 2010. Energy data monitoring at this site indicate that the chillers are achieving substantial energy and cost savings in the daily operation of this facility.

In 2010–11 the Agency was successful in obtaining GEEP funding to upgrade old inefficient lighting systems in the office areas of the MAGNT. The project involved replacing 300 old light fixtures with new energy efficient fixtures. The new fixtures will directly reduce lighting energy use and indirectly reduce air conditioning energy use due to lower internal heat loading.

### ***Marrara Indoor Stadium***

The Agency implemented a suite of measures to improve the performance and energy efficiency of the air conditioning system at the Marrara Indoor Stadium. Through the minor new works program the Agency installed new chillers and conducted specialised cleaning of the cooling coils and air distribution system. The new chillers are designed to more efficiently service the variable load at the site. The cleaning project will result in improved indoor air quality and reduced load on supply air fans and chiller plant.

The Agency was also successful in obtaining GEEP funding for the installation of fresh-air management and to upgrade the controls of the air conditioning system at the stadium which will minimise energy waste through improved management of the systems integrated operation.

### ***Territory Wildlife Park***

During 2010–11 the TWP implemented measures across the site which will improve its energy efficiency including:

- push button light timers in the public toilets;
- motion sensors on security lights at the Administration office; and
- new seawater chilling system at the Aquarium which utilises titanium heat exchange technology to minimise chiller run times.

### **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 May 2011, a solar hybrid power generation system was installed at the Watarrka National Park. The system is expected to reduce the station's generator diesel energy use by 70 per cent.

Energy data from recently installed smart meters, funded through GEEP, will be used to monitor system performance and assist in the design of similar installations at other ranger stations.

The Agency assisted the occupants of the Red Hot Arts Centre to access 50 per cent Australian Government funding through Alice Solar Cities for the installation of a Solar Photovoltaic (PV) system. This system was installed in May 2011 and will generate 27 per cent of the Centre's current annual energy consumption.

In May 2011, Alice Springs Desert Park installed a 12kw solar PV system after successfully applying for 50 per cent Australian Government funding through the Alice Springs Solar Cities Incentive Program.

### **Future Priorities**

Projects scheduled for completion in 2011–12 which will assist the Agency to reduce its building energy carbon footprint include:

- Solar PV system for the Araluen Arts Centre
- Hybrid solar/gas generator system for the Wangi Falls Visitor Centre
- Hybrid solar/diesel generator system for the Walker Creek Ranger Station
- Sky lighting at the Natural Resources Depot workshop in Winnellie
- New air conditioners for the TWP

Under the Agency's SEMP, by 2015 all Agency facilities will have energy surveys and site Energy Management Plans implemented. The plans will identify the actions that will be taken to achieve energy reduction targets taking into consideration operational requirements and site limitations. Energy surveys targeting high energy intensive sites are to commence in 2011–12.

## Governing Legislation

The Agency is responsible for administering 27 Acts and 21 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.

Since September 2010 the Agency’s Legal Services Unit has been staffed by lawyers outposted 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, including advice 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 272.

## Legal Proceedings

The Agency had three prosecutions instigated in 2010–11, two under the *Territory Parks and Wildlife Act* and one under the *Waste Management and Pollution Control Act*.

All three matters were yet to be finalised in court as at 30 June 2011.

### Legal proceedings – Prosecutions commenced 2010–11

Act	Section of Act for Alleged Breach	Charge	Result
<i>Waste Management and Pollution Control Act</i>	Section 83	Cause environmental harm	Ongoing matter as at 30 June 2011
<i>Territory Parks and Wildlife Conservation Act</i>	Section 67D(1)(A)	Breach of hunting permit	Ongoing matter as at 30 June 2011
<i>Territory Parks and Wildlife Conservation Act</i>	Section 66	Take or interfere with protected wildlife	Ongoing matter as at 30 June 2011

## 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 2010–11 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 department 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 previous reporting period have been implemented during 2010–11.

During 2011–12 revised Agency policies and processes will be 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 is scheduled to be upgraded during 2011–12 and will enhance 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/](http://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  
08 8999 4723 (fax)  
[legalservices.nretas@nt.gov.au](mailto:legalservices.nretas@nt.gov.au)

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

### Requests of Access to Information in 2010–11

The Agency had one outstanding information request from 2009–10.

In 2010–11, the Agency responded to three new formal information requests. Two requests related to government information. No requests were withdrawn and one was still ongoing as at 30 June 2010.

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

### Ombudsman Enquiries

There were eight enquiries to the Northern Territory Ombudsman related to the Agency in 2010–11. All but one of the enquiries was resolved by the Agency.

## Corporate Communication

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 employee only Intranet resource and publicly accessible Internet site. The Intranet site contains 2000 pages of information. The Internet site provides an online presence for the Agency to present its information and services to an ever expanding audience and contains 15 000 pages. The Agency received 94 emails through Internet feedback regarding its activities and requests for information.

The Intranet site for Agency employees provides access to Executive Leadership Group meeting minutes, governance protocols, staff training opportunities, employment information and news. Both sites are regularly reviewed for content accuracy and technological improvements.

In 2010–11 a process to implement a content management system for the Agency’s Internet was commenced. This process involved the purchase of a content management system, and the commencement of a review of the site’s content, future design and migration of content. The new content management system will also provide greater opportunities for the Agency to develop its social media tools and involvement with the community.

This year has also seen the Agency commence using Facebook as a social media tool to further connect with community and international audiences for the Telstra National Aboriginal and Torres Strait Islander Art Award (NATSIAA). This is the Agency’s first foray with Facebook, and has proved popular with its sharing of video and images related to the Award. The Agency utilises other social media platforms such as Twitter for the NATSIAA, as does the Northern Territory Library to promote its services and activities.

### Future Priorities

- Finalise the implementation of the new content management system for the Agency’s Internet to ensure up to date content and ease of use in managing the sites.
- Review and re-design the Agency’s Intranet site, to update the design and structure and review the information on the site, using a content management system.

### 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 208 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 2009–10 due to a new system whereby media notes are issued for minor news, i.e. closures of parks and reserves. Media training for four staff members was also coordinated by the Communications and Media Unit.

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



## Secretariat

The Secretariat Business Unit provides a coordination service between the two Ministers who share the Agency's 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.

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

## Strategic Partnerships

### Cooperative Partnerships

Achieving the Agency's vision requires effective working relationships with other organisations and individuals. We have collaborated and created partnerships with:

- Other Northern Territory Government Agencies to achieve whole of government targets;
- Other governments to achieve outcomes of mutual benefit, reduce duplication and optimise returns on investment;
- Landowners and resource managers to promote sustainability of use and optimise benefits from use;
- Indigenous groups to jointly manage lands and resources in which Indigenous people have a special interest;
- Research providers to provide new information and analysis on important questions;
- The arts and related sectors to create new understandings and expressions of Territory identity;
- National sporting organisations to promote the Territory as a destination for elite sporting competition and promote local sporting talent; and
- Community groups and members of the general public, including young people, to broaden the range of people who understand and contribute to achieving the Agency's goals.

### Northern Territory Government Agencies

- Worked with Department of Resources to improve protection for threatened fish species via the *Fisheries Act*.
- Facilitated the development of a Whole of Government Climate Change Adaptation Steering Group to work across government to develop a *Northern Territory Climate Change Adaptation Plan*.
- Facilitated the development of a Whole of Government Steering Group for the development of a *Northern Territory Waste Strategy*.
- Worked with the Department of Construction and Infrastructure to:
  - Plan for the development and construction of the new Defence of Darwin Experience at East Point.
  - Continue working on the delivery and completion of Stage 1A for the Katherine Regional Cultural Precinct.
  - Plan, develop and construct a new air conditioning system and a solar power generation project for the Araluen Arts Centre.
  - Continue to liaise on construction and repairs and maintenance programs on Parks and Reserves.
- Worked with the Department of Education and Training to:
  - Deliver library and information services to the communities at the Nhulunbuy High School and Taminmin College joint-use libraries.
  - Deliver the annual *Exit Art* exhibition featuring art produced by Year 12 students across the Northern Territory.
- Worked with Tourism NT to:
  - Develop a Commercial Development Policy for Northern Territory Parks and Reserves. The policy will enable relevant and sustainable commercial development on parks for the benefit of all stakeholders.
  - Identify suitable sites for possible Signature Lodge developments within the Northern Territory Parks estate.

### Other Governments (local, state, federal, international)

- 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.
- Completed the implementation plan for the Closing the Gap: National Partnership Agreement on Remote Indigenous Public Internet Access (RIPIA) in partnership with the Australian Government Department of Broadband, Communications and the Digital Economy.
- Signed a three year agreement 2011–2014 with the Australian Government Department Screen Australia to manage Screen Culture Funding to develop audience engagement with the screen industry through screening activities.
- Signed an agreement with the Department of Prime Minister and Cabinet, Office for the Arts through arts service organisations the Association of Central Australian Aboriginal Art and Craft Centres (DesArt) and the Association of Northern, Kimberley and Arnhem Aboriginal Artists (ANKAAA) to provide the Indigenous Visual Arts Professional Development Program to deliver professional development programs for Indigenous artists and art workers in and around key visual arts events throughout the Northern Territory.
- Continued to work with Regional Arts Australia to implement Northern Territory projects as part of the Regional Arts Fund, National Strategic Initiative Projects program.
- Continued to work with the Australian Government to develop the *National Waste Policy* through various working groups.

### Land Owners/Research Providers

- Provided scientific support for conservation management activities by pastoral landholders, including Newcastle Waters Station, Tipperary Station, and RM Williams Agricultural Holdings.
- Established the first perpetual conservation covenant over pastoral land, creating the Mac and Rose Chalmers Conservation Reserve, near Alice Springs.

### Indigenous Groups

- Continued discussions and ongoing involvement with Desart (the Association of Central Australian Aboriginal Art and Craft Centres) regarding the annual Desert Mob exhibition, as guided by a memorandum of Understanding.
- Consulted with Remote Indigenous Broadcasting Service organisations, Top End Aboriginal Bush Broadcasting Association (TEABBA), Central Australian Media Association (CAAMA), Pintubi Anmatjere Warlpiri (PAW) Media and Communications in relation to screen production activities in remote communities.
- Seconded a Parks and Wildlife Ranger with the Central Land Council to support development of their community ranger groups.
- Continued hosting Flexible Employment Programs, through partnerships with several Indigenous organisations across the Northern Territory, which continues to deliver park management program outcomes and paid work experience for Indigenous participants.
- 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 land.
- Commenced negotiations with Yugal Mangi Aboriginal Corporation based in Ngukkur to develop and managed a commercial campground in Limmen National Park.

- Engaged with remote communities such as Warruwi, Galiwin'ku, Yirrkala, Nhulunbuy, Tiwi Islands, Yuendumu, Papunya and Hermannsburg during the development of the *Sport Policy 1* to ensure the policy was representative of the whole of the Territory.

### Research Providers

- Commenced planning with Alice Solar City and CAT (Centre for Appropriate Technology) projects for development and construction of a solar power generation project for the Araluen Arts Centre.
- Finalised a three year research project in conjunction with Charles Darwin University to develop a methodology for Participatory Monitoring and Evaluation of Joint Management.

### Arts and Related Sectors

- Continued in partnership with Music NT and Artback NT to implement an Indigenous Music Touring circuit in the Territory.
- Continued to work with non-government organisations Film and Television Association of the Northern Territory, Screen Arts to advance community and industry interests in developing the screen industry and screen activity in the Northern Territory.
- Progressed the collaborative relationship between Museums and Art Galleries of the Northern Territory and the National Museum of Australia on the exhibition *Yalangbara: art of the Djang'kawu*.
- Commenced sponsorship agreement negotiations with Engineers Australia Northern Division for the Defence of Darwin Experience.
- Negotiated and agreed on a Memorandum of Understanding in regards to the Friends of the Araluen Arts Centre annual membership program.

### External Sporting Organisations

- Continued strong working relationships with 18 international countries through the Heads of Delegation for the 2011 Arafura Games.
- Continued to build ongoing working relationships with CEO's from peak sporting organisations at quarterly workshops. The forums provided an opportunity for the CEOs to network, exchange information and provide valuable input and feedback to the Agency.
- Worked closely with sporting bodies across the Territory in the development and construction of sporting facilities.

## 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. The Strategy requires several Territory Government Agencies to report on key aspects of the Harbour. The Agency's responsibilities under this Strategy are listed below. A detailed report on these Agency responsibilities has been provided to DHAC, as part of the Strategy's reporting requirements.

### Monitoring and research

The Agency is facilitating establishment of a multi-stakeholder Integrated Monitoring and Research Program for Darwin Harbour to draw together existing and new programs to improve understanding of Harbour health. The Agency has agreed to host the Program and to provide personnel to assist in designing the program.

In 2010–11, the Territory Government provided additional funding of \$0.8M per year for high priority Darwin Harbour monitoring and research activities. This funding enabled an increase in the number of aquatic health sites monitored in 2010–11 and the establishment of programs monitoring marine mammals, fish, seagrass, coral reefs and seabirds. The Agency trained a Larrakia sea ranger in water quality monitoring during 2011 and partnered with the Australian Institute for Marine Science and Larrakia Nation to investigate pollutants in shellfish.

In July 2010, Water Quality Objectives and environmental values were declared for Darwin Harbour under the *Water Act*. Work is also progressing under the *Darwin Harbour Water Quality Protection Plan*, to ensure that water quality objectives are maintained.

In December 2010, the Agency released the 2010 Darwin Harbour Region Report Cards, which showed that the Darwin Harbour region, including freshwater and marine, is predominantly in excellent condition, scoring six A's, four B's two C's, one D and one E.

Since May 2011, the Agency has been working with the Northern Territory Government's Department of Health to undertake weekly monitoring of bacteria on 11 Darwin beaches. A study to investigate the most likely sources of bacteria on Darwin beaches, using genetic fingerprinting has also been funded by the Territory Government in partnership with Darwin City Council.

### Legislative reform and policy development

In June 2011, the Agency completed its investigation of copper concentrate spills and dusting incidents during ship loadings at East Arm Wharf during 2009–10. As a result, the Agency brought a complaint against the Darwin Port Corporation alleging the Corporation breached the *Waste Management and Pollution Control Act*. The matter was still before the Courts as at 30 June 2011.

In 2010–11, the Agency also progressed the reform of environmental legislation, including: amending the *Environmental Offences and Penalties Act* to double penalties for environmental offences; amending the *Water Act* to ensure the validity of Waste Discharge Licences; and drafting amendments to the offence and duty to notify provisions of the *Waste Management and Pollution Control Act*.

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

A Waste Discharge Licence Policy is under development to minimise risks associated with waste discharges regulated under the *Water Act*.

In June 2011, the Agency completed an environmental assessment of the Ichthys Gas Field Development Project. The Assessment Report concluded that 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.

In October 2010, the Territory Government released a draft *Environmental Offset Policy*, which provides a framework for developments assessed under the *Environmental Assessment Act* to consider investment in projects to offset any residual impacts of development.

Legislation was passed in 2010–11 to ban single use non-biodegradable plastic bags and to implement a Container Deposit Scheme. The Plastic Bag Ban will come into effect on 1 September 2011 and the Container Deposit Scheme will commence early in 2012. Both programs are expected to have a significant impact in reducing litter in the Darwin Harbour region.

### **Parks, wildlife and invasive species management**

The Agency manages a number of Parks in the Darwin Harbour region including Charles Darwin National Park, Channel Island Conservation Area, Berry Springs Nature Reserve and Casuarina Coastal Reserve.

Darwin Harbour is a “no tolerance zone” for crocodiles. Twenty traps are permanently located in and around Darwin Harbour, with regular patrols and rapid responses to reported sightings to remove crocodiles and improve public safety.

The Agency continues to actively manage the risks posed by invasive species (including cabomba, pond apple and gamba grass) and increase community awareness. A gamba grass management strategy has been developed and implemented, with Larrakia rangers facilitating the control of gamba grass on areas of Indigenous and government owned/managed land.

### **Heritage**

The Agency continues to manage and conserve maritime and terrestrial heritage sites in the Darwin Harbour region. *The Booya* shipwreck is monitored for visitor impact and public access is controlled.

## Community Engagement

The Agency undertook a range of business and community engagement activities in 2010–11 which included the following:

### Output Group: Protected Areas Conservation

- Held more than 25 joint management meetings with Traditional Owners to develop joint management governance frameworks and shared decision-making in managing 14 framework Parks.
- Completed community consultation and released six draft Joint Management Plans for formal public comment for Gregory/Judbarra National Park, Gregory's Tree Historical Reserve, Flora River/Giwining Nature Park, Trepina Gorge Nature Park, Corroboree Rock Conservation Reserve and N'Dhala Gorge Conservation Reserve.
- Seconded a Parks and Wildlife Service ranger to the Central Land Council to help progress development of their community ranger groups.
- Facilitated reserve management and development planning for Howard Springs Nature Park and Litchfield National Park through the community advisory groups established for those parks.
- Conducted a joint program with NT Field and Game who were awarded a \$9 500 project grant to control the invasive weed *Olive Hymenachne* weed management at Harrison Dam Hunting Reserve.
- Developed an agreement with the hunting organisation, Conservation Pest Management to carry out feral animal control on Judbarra/Gregory National Park.
- Provided support to community groups at Casuarina Coastal Reserve by revegetating dunes and providing education to dog owners about birdlife.
- Continued to work with traditional knowledge custodians in a number of language groups in north-western Australia to document the biocultural heritage associated with plants and animals in their country, including the publication of works for the Ngarinyman (Victoria River), Wunambal Gaambera (north-west Kimberley) and Jaru (south-east Kimberley and western Top End) areas.
- Worked with eight Indigenous ranger groups on wildlife survey and monitoring as part of land management activities in Indigenous Protected Areas and Land Trusts.
- Undertook a collaborative project with the Extractive Industry Association of the NT, Conservation Volunteers and local landholders to map the biodiversity values of the seasonally saturated areas of the Howard Sand Plains Site of Conservation Significance to the east of Darwin.
- Provided scientific support for conservation management activities by pastoral landholders, including the implementation of the Lake Woods Wetland Management Plan (Newcastle Waters Station); management of important rainforests on Tipperary Station; and development of a conservation management plan for Labelle/Welltree Stations.
- Assisted an eco-tourism venture focused on the threatened Princess Parrot on Haasts Bluff Aboriginal Land Trust and run by Traditional Owners.
- Continued collaboration 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 from Indigenous lands.
- Undertook public consultation as part of a comprehensive revision of the list of threatened species in the Northern Territory.
- Contributed to the Scientists in Schools program, through talks and short-term participative research projects.

### Output Group: Natural Resources

- Developed six separate [Water Allocation Plans](#) in the Finke River area, Western Davenport, Mataranka, Daly Basin, Tiwi Islands and Darwin rural area, all of which required a high level of community engagement. Four of these processes included the establishment of water advisory committees appointed by the minister.
- Consulted with the community on the draft [Native Vegetation Management Bill and Pastoral Land Act](#) amendments. During that period five public forums were held in the four major centres and Timber Creek. In addition 36 briefings were provided to government Agencies and non-government organisations. As issues were identified additional meetings took place as required to develop options for addressing genuine concerns.
- Developed and implemented a strategic gamba grass management program for the Darwin Harbour catchment. The program sought to increase collaboration between major stakeholders, while improving engagement with private land holders. An intensive public campaign sought to increase awareness of gamba grass and its associated risks and legislative responsibilities was undertaken.
- Consulted with the community on the [Weed Management Plan](#) for Cabomba (*Cabomba caroliniana*).
- Consulted with the community during the development of the [Daly/Moyle Catchment Mimosa Management Strategy](#).
- Consulted with the community during the development and implementation of a Bellyache Bush Management Program for the upper Roper River catchment.

### Output Group: Environment and Heritage

- Consulted with local government, beverage and waste/recycling industries on the legislation and implementation of the Northern Territory Container Deposit Scheme.
- Consulted and supplied information to registered Territory businesses about the Plastic Bag Ban with follow up visits occurring in many regions. Activities also included retailer information sessions in Darwin, Casuarina, Palmerston, Katherine and Alice Springs.
- Consulted with the community and provided information on the Plastic Bag Ban through newspaper, radio and television advertising. Activities also included information displays at major shopping centres, markets, shows, events and via school newsletters.
- Facilitated the engagement of industry, government, community and research stakeholders in the Darwin Harbour Integrated Monitoring and Research Program to improve understanding of the health of Darwin Harbour, to encourage ecologically sustainable development and stewardship of the region and to support sound environmental planning and decision making.
- Consulted retailers in the Darwin region to raise awareness of the Energy Smart Rebate Scheme.
- Provided information to the public on the Territory Government's Energy Smart Rebate Scheme at the Katherine Research Station Farm and Garden Day.
- Participated in community consultation meetings for the development of the Area 55 Oxide Project by HNC Australia Resources Pty Ltd and INPEX to respond to questions regarding the environmental assessment process.



### Output Group: Arts and Culture

- Established the Building our Museums and Galleries Sector working group to develop a 10 year strategic plan for the Northern Territory galleries and museums sector. Agency representatives on the working group assisted in development of the plan through identifying objectives, community consultations, assessment of community feedback, provision of specialist advice and editorial review that informed the content of the final report.
- Developed the Bi-lingual Baby Board Book project through community specific early childhood resources using stories selected by community members and illustrated by community artists. The books will be provided to babies born in each participating community for the next five years.
- Established 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. The Community Reference Group will create a dialogue between the Precinct's management and the community, providing an avenue for community input and feedback, and to assist with the implementation of the [Araluen Cultural Precinct Development Plan 2010–2015](#).
- Partnered with the Friends of the George Brown Darwin Botanic Gardens to upgrade and refurbish the Plant Display House and hosted the 16th International Bromeliad Conference for 274 local and interstate delegates.
- Conducted the *Being a Territory Schools' Digital Art* competition to mark the Northern Territory centenary in 2011 in all Territory schools offering the five winning schools from across the Territory the opportunity for their digital works to be projected in prominent public sites in Darwin and Alice Springs.
- Developed and delivered the inaugural Theatre School Holiday Program at the Araluen Art Centre during the April 2011 school holidays, with activities in Dance and Drama, Photography, Hair and Makeup, Theatre Production, and Wearable Arts.
- Hosted the 7th annual Seniors' Poetry Lunch at Taminmin Library, Humpty Doo in September 2010, and in December, launched the 2010 anthology of original poems presented at the event.
- Delivered a two week Permaculture Design Course for community Food Gardeners and the wider community at the George Brown Darwin Botanic Gardens. It enabled participants to receive an accredited certification in permaculture. Permaculture is a design system for creating sustainable communities, including sustainable food production.

### Output Group: Sports, Venues and Indigenous Development

- Launched [Sport Policy 1 \(SP1\)](#) at Barunga Sport and Cultural Festival on 11 June 2011. The policy sets clear direction of the government on assisting all Territorians to have a lifelong involvement in sport. This is the first sport policy for the Territory Government and has strong linkages to the national sport framework. The development of SP1 included extensive consultation across the Territory from regional centres to remote communities.
- Held quarterly forums/workshops with peak sporting organisations in 2010–11. The forums provided an opportunity for sporting organisations to network, exchange information and provide valuable input and feedback to the Agency.