



# Annual Report 2015-16

## ACKNOWLEDGEMENTS

The department is grateful to the many people who assisted with the writing and production of this Annual Report and the generosity of those who contributed photographs.

**Cover:** Paige Richter, Plant Industries Development Division marcotting rambutan at Coastal Plains Research Farm (Photo: Khamla Mott).

**This page:** African Mahogany (Photo: Mila Bristow).

Icons made by Freepik from [www.flaticon.com](http://www.flaticon.com)

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## NAVIGATION AND PRINTING

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**Annual Report 2015-16**  
OUR WORK – OUR PEOPLE



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The Hon Ken Vowles MLA  
Minister for Primary Industry and Resources  
Parliament House  
DARWIN NT 0800

**Dear Minister**

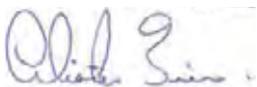
In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to present you with the annual report on the performance and achievements of the Department of Primary Industry and Fisheries for the year ended 30 June 2016.

Pursuant to the *Public Sector Employment and Management Act*, the *Financial Management Act* and the *Information Act*, including in my capacity as Accountable Officer, I advise that to the best of my knowledge and belief:

- a) Proper records of all transactions affecting the department are kept and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and Treasurer's Directions.
- b) Procedures within the department afford proper internal control and a current description of such procedures is recorded in the Accounting and Property Manual which has been prepared in accordance with the requirements of the *Financial Management Act*.
- c) There has been no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- d) In accordance with section 15 of the *Financial Management Act*, the internal audit capacity available to the department is adequate, and the results of internal audits have been reported to me.
- e) The financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions.
- f) The Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- g) All Public Sector Principles, outlined in Part 1A of the *Public Sector Employment and Management Act*, have been upheld in the department and there have been no significant failures to uphold them.
- h) The department is operating in compliance with section 131 of the *Information Act*.

In addition, the Chief Executive of the Department of Corporate and Information Services (DCIS) advised me on 1 July 2016 that, in relation to items a) and e), and to the best of her knowledge and belief, proper records are kept of transactions undertaken by DCIS on behalf of the department, and the employees under her control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and Treasurer's Directions. The DCIS Chief Executive also advised that the Auditor-General has conducted compliance audits during the year to provide audit assurance that DCIS has maintained appropriate controls and record keeping practices at a high level during 2015-16.

**Yours sincerely**



**ALISTER TRIER**

**Chief Executive**

30 September 2016

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## GLOSSARY

<b>ABS</b>	Australian Bureau of Statistics
<b>AZRI</b>	Arid Zone Research Institute, Alice Springs
<b>CGMMV</b>	Cucumber Green Mottle Mosaic Virus
<b>CRC</b>	Cooperative Research Centre
<b>CSIRO</b>	Commonwealth Scientific and Industrial Research Organisation
<b>DCIS</b>	Department of Corporate and Information Services
<b>EMG</b>	Executive Management Group
<b>FTE</b>	Full-time Equivalent
<b>GSP</b>	Gross State Product
<b>GVP</b>	Gross Value of Production
<b>IDP</b>	NT Government Industry Development Plan 2013 2017
<b>IED</b>	Indigenous Economic Development
<b>IM</b>	Information Management
<b>IT</b>	Information Technology
<b>KRS</b>	Katherine Research Station
<b>MLA</b>	Member of the Legislative Assembly
<b>NBFEP</b>	National Banana Freckle Eradication Program
<b>NTPS</b>	Northern Territory Public Sector
<b>RAC</b>	Risk and Audit Committee
<b>RIRDC</b>	Rural Industries Research and Development Corporation
<b>R&amp;D</b>	Research and Development
<b>R,D&amp;E</b>	Research, development and extension
<b>VRD</b>	Victoria River District
<b>VRRS</b>	Victoria River Research Station (Kidman Springs)
<b>WHS SC</b>	Work Health and Safety Steering Committee
<b>WHS WC</b>	Work Health and Safety Workplace Committee
<b>Wi-Fi</b>	Wireless Fidelity / Wireless Internet for Frequent Interface

# OVERVIEW

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Cattle at Victoria River Research Station (Kidman Springs) (Photo: Annette Duncan).

# CHIEF EXECUTIVE'S REVIEW

## Looking Back / Looking Forward



**I am pleased to present the Department of Primary Industry and Fisheries' Annual Report for 2015-16.**

The restructuring of the department undertaken in 2014 has positioned the department well to meet the challenges associated with sustained economic growth through the development of profitable and sustainable primary industries.

In 2015-16, the department firmly focused on its role as an economic development agency under the Framing the Future strategy and in developing northern Australia. It has a broad charter including animal welfare, fisheries management, hygienic production of meat for human consumption, interstate agricultural quarantine and certification, primary industry biosecurity, primary production and industry development (including research in agricultural, aquaculture, horticultural, fisheries and pastoral industries) and protection of consumers of veterinary services.

The department's Mission of working with industry partners to stimulate industry growth and the economy has continued this year. Priority activities are articulated in the Industry Development Plan 2013-2017 against the four objectives of: profitable and productive primary industries; optimal sustainable use of the Territory's natural resources;

biosecurity; and Indigenous participation. This year's report describes how the Objectives and Strategies in the Industry Development Plan have been achieved, within the parameters and budget set down by government.

This year has also seen a major focus on reframing corporate governance and internal reporting processes to align with the Industry Development Plan.

Due to the risks associated with the broad range of business operations in the department, the Strategic Business Risk Register was reviewed. There has also been a concerted effort on work health and safety matters in line with the requirements of the national uniform legislation, continued from 2014-15. This year's report also describes how the objectives in the department's Work Health and Safety Action Plan 2015-16 have been met.

Department staff have collectively contributed to the achievements of the agency for the 2015-16 financial year. There are those who work directly with industry clients and those who work to support others through the provision of skilled specialist services or underlying corporate services that enable the department to function and meet the accountability requirements of government, along with industry and community expectations.

The Key Achievements of the department for 2015-16 are outlined on the following page and described in more detail throughout this report. I have also defined the Priorities for 2016-17 that were known at the time of writing.

This department has developed an innovative and flexible workforce which is capable of meeting the needs and priorities of government, industry and community. I have every confidence in its abilities to meet the challenges it will be faced with in 2016-17.

A handwritten signature in blue ink, which appears to read "Alister Trier". The signature is written in a cursive, flowing style.

**Alister Trier**  
**CHIEF EXECUTIVE**

**Department of Primary Industry and Fisheries**  
*26 August 2016*

## Key Achievements 2015-16

- Substantially revised *Fisheries Act* passed
- Removal of Asian Honey Bee
- Domestic animal management during Daly River floods
- Cucumber Green Mottle Mosaic Virus - Subsidised Interest Rate Scheme and leading edge research
- Central Australian Quality Graze: Producer Steer Challenge
- Completion of the Cashcow project for northern Australia
- East Kalimantan Cattle Breeder project, an ongoing partnership
- Export market developments for mangoes, barramundi and buffalo
- Continued Rural Financial Counselling Service
- Facilitated significant overseas investor interest
- Humpty Doo Barramundi farm expansion – project facilitation
- Indigenous Marine Training - Nhulunbuy
- Indigenous employment of 7.3 per cent
- Five Indigenous Early Career participants
- Improved community engagement activities
- Work health and safety governance improvements
- Corporate services provided to the Department of Mines and Energy

## Priorities 2016-17

- Launch NT Biosecurity Strategy 2016-2026
- Territory Biosecurity Emergency Plan
- Ord Stage 3 development
- CRC for Developing Northern Australia
- Central Australian horticultural development
- Alice Springs Bush Foods Hub
- Forestry industry expansion
- Mango treatment service
- Fishing access agreements – Blue Mud Bay decision
- Fisheries resource allocations
- Fishery development opportunities
- Implement fishery harvest strategies
- Indigenous Pastoral Program
- Facilitation of new investment and pastoral lease diversification
- Increase breeder exports to Indonesia
- Indigenous buffalo harvesting industry
- Wildman River agricultural precinct development
- New Laboratory Information and Biosecurity Management Systems
- Cattle tick dip testing
- National Banana Freckle Eradication Program Phase 3
- Research Farms governance improvements
- Machinery of government changes

# FAST FACTS

As at 30 June 2016, the department:



had **343 staff**  
(**full-time** equivalent)



had staff in **10** major locations  
across in the **Territory**



supported industries estimated to be worth **\$606 million** in 2015-16



had total **expenditure** of  
**\$71.5 million**, with the  
majority **funded** through  
output **appropriation**  
from the Northern **Territory**  
Government (**62%**) and the  
**balance** through external  
sources (**38%**)



collected **\$7.3 million**  
through the sale of **goods** and  
**services** - mostly comprising  
cattle sales (**25%**), laboratory  
diagnostic services (**25%**) and  
the provision of **corporate**  
**services** to the Department  
of Mines and Energy (**25%**)

# PURPOSE

This Annual Report describes the department's performance in 2015-16 against the framework of its key strategic documents and within its resources and approved budget. It has been prepared by the Chief Executive to meet reporting requirements under the *Public Sector Employment and Management Act*, *Financial Management Act*, *Information Act* and subordinate legislation.

The report provides an account of the department's responsibilities, functions and operations, resource use and outputs, described in the following sections: 1. Overview; 2. Corporate Governance; 3. Performance Reporting; 4. Our People; 5. Sustainability; and 6. Financial Reporting.

In accordance with subsection 28(2) of the *Public Sector Employment and Management Act*, this report includes the following information:

(a)	functions and objectives	Sections 1 and 2
(b)	legislation administered	Section 2 and Appendix 1
(c)	organisation, including changes in employee data since 2014-15	Sections 2, 3 and 4 and Appendix 2
(d)	operations, initiatives and achievements	Sections 1 to 7 and Appendices 1-3
(e)	financial planning and performance	Sections 2 and 6 and Appendix 3
(f)	adherence to the public sector principles, including measures taken, any failures, management training, staff development programs and occupation health and safety programs	Sections 2 and 4 and Appendix 2
(g)	financial statements consistent with sections 10 and 13 of the <i>Financial Management Act</i> .	Section 6

This report is intended to provide a record of achievement against the:

- NT Government's 2014-15 Budget Paper No. 3
- Industry Development Plan 2013-2017 and the
- department's Work Health and Safety Action Plan 2015-16;

It will also inform Parliament, industry stakeholders, staff, the community and other interested parties of the role the department has played in the economic development of the Northern Territory and northern Australia.

**Feedback on this report is welcome and can be provided to [info.dpif@nt.gov.au](mailto:info.dpif@nt.gov.au).**

# VISION, MISSION, VALUES

## VISION

“ A flourishing economy underpinned by profitable and sustainable resource-based industries.”

## MISSION

“ To work with our partners to stimulate and sustain economic development throughout the Territory.”

## VALUES

The department aligns itself with the Northern Territory Public Sector values of commitment to service, ethical practice, respect, accountability, impartiality and diversity.

These values frame appropriate behaviours in the workplace, interactions with others in everyday work, how services are delivered and promote collaboration and professionalism.

# ABOUT THE DEPARTMENT



**Figure 1.1. Hay at Berrimah Farm**

The Department of Primary Industry and Fisheries is a Northern Territory Government public sector agency, established on 4 September 2012 by the Administrator of the Northern Territory under an Administrative Arrangements Order of that date. It is responsible for the following principal areas of government:

- animal welfare
- fisheries management
- hygienic production of meat for human consumption

- interstate agricultural quarantine
- primary industry biosecurity
- primary production and industry development (including agricultural, aquaculture, horticultural, fisheries and pastoral industries)
- protection of consumers of veterinary services.

The department is structured into seven Divisions in two major Groups plus five key areas of Corporate Services. The Organisational Chart illustrates the structure. Information on alignment of key functional responsibilities within the Groups follows.

Figure 1.2. Organisational Chart

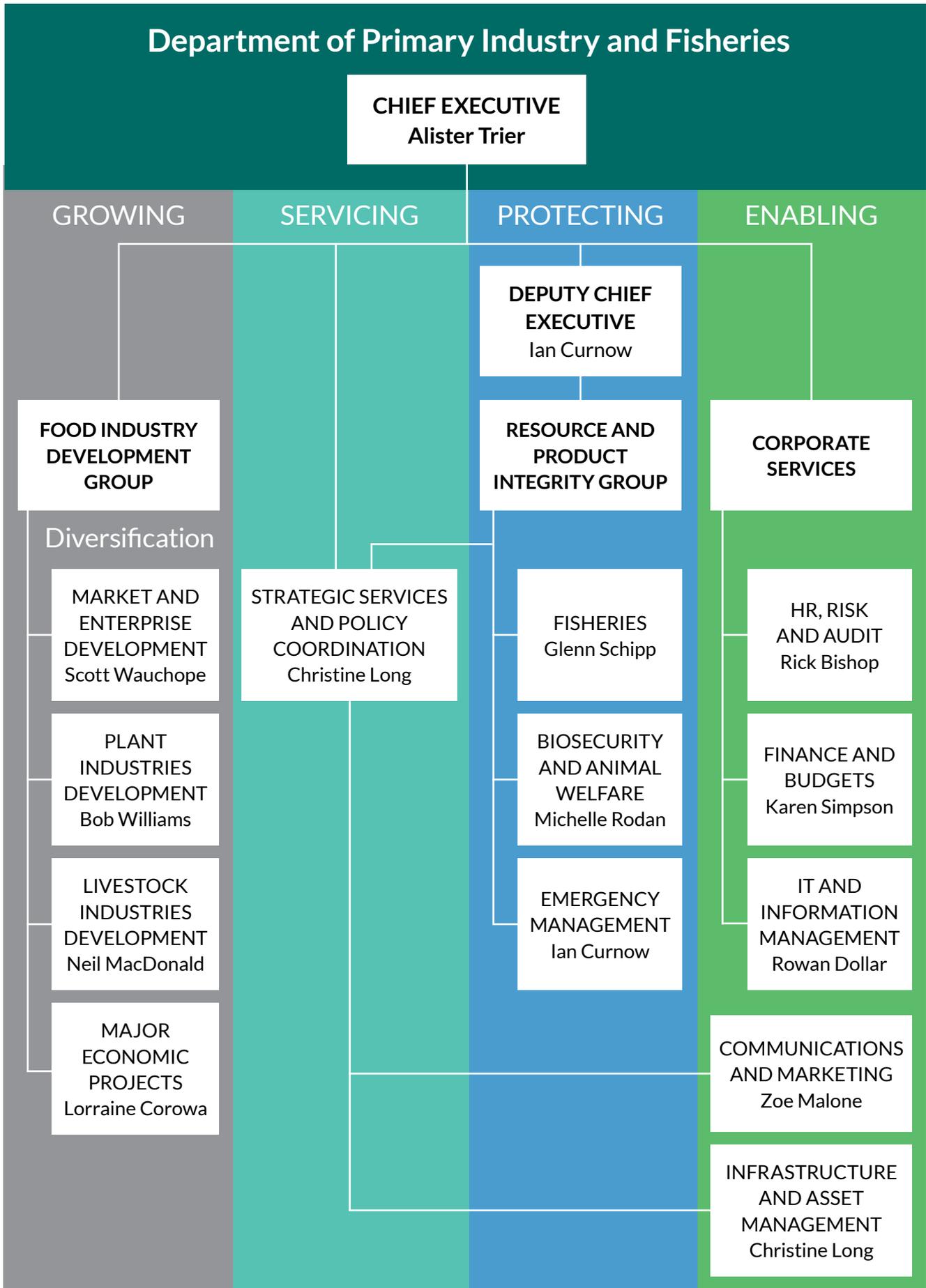


Figure 1.3. Functional Responsibilities

FUNCTIONAL RESPONSIBILITIES		
<b>CHIEF EXECUTIVE</b>		
FOOD INDUSTRY DEVELOPMENT GROUP		
GROWING	Market and Enterprise Development	Enterprise development and resilience
		Market analysis and development
		Indigenous economic development
		Research farms/stations
	Plant Industries Development	Horticultural, agricultural and forestry - research and development
	Livestock Industries Development	Animals and rangelands - research and development
Major Economic Projects	Precinct development	
	Investment attraction	
<b>DEPUTY CHIEF EXECUTIVE</b>		
RESOURCE AND PRODUCT INTEGRITY GROUP		
SERVICING	Strategic Services and Policy Coordination	
	Policy/Advice Coordination	National
		Whole-of-government
		Whole-of-department
		Legislative review
	Business Services	Shared strategic infrastructure and facilities management
		Shared services communications
		Business improvement
Research support		
Accredited laboratories		
PROTECTING	Biosecurity and Animal Welfare	Biosecurity
		Animal Welfare
		Chemical Services
	Fisheries and Aquaculture	Management
		Monitoring and assessment
		Aboriginal and industry development
		Marine Rangers
	Licensing and data	
Emergency Management	Whole of department	

# EXECUTIVE MANAGEMENT GROUP



## Alister Trier

### CHIEF EXECUTIVE

Alister was appointed to the position of Chief Executive in 2012. He works closely with industry to lead the growth of the primary industry and fishing sectors, and to strongly contribute to northern Australian development.

Alister joined the Northern Territory Government in 2002, working in the field of Indigenous economic development, and was later appointed to the position of Director Pastoral Production focusing on the development of the northern pastoral industry. In 2009, Alister was appointed to the position of Executive Director Minerals and Energy in the Department of Mines and Energy with oversight of the responsible development of the minerals and energy sectors.

Alister's career includes operational management, marketing and strategic development, gained primarily in the international trade and agribusiness sectors across Northern Australia, the Middle East and South East Asia.



## Ian Curnow

### DEPUTY CHIEF EXECUTIVE – RESOURCE AND PRODUCT INTEGRITY GROUP

Ian was appointed Deputy Chief Executive in 2014 to provide strategic support to the Chief Executive. Ian leads the Resource and Product Integrity Group to deliver quality assurance, market access and sustainability. The Resource and Product Integrity Group is responsible for the administration of the *Poppy Regulation Act*. Ian holds the statutory powers of the Director of Fisheries under the *Fisheries Act* and represents the NT on various national fishery forums, including as Chair of the Australian Fisheries Managers Forum from 2012 to 2015.

Ian joined the department in 2008 bringing a detailed knowledge and understanding of public policy, governance and the contemporary management of natural resources, encompassing strategic planning, management, and research as well as compliance components.

He has a Bachelor of Science in Ecology and over 30 years of experience in federal and state governments across a range of policy and program areas, including over 20 years direct experience in the sustainable development of fisheries.



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## Scott Wauchope

### **DIRECTOR MARKET AND ENTERPRISE DEVELOPMENT - FOOD INDUSTRY DEVELOPMENT GROUP**

Scott was appointed as Director Market and Enterprise Development in 2014, and works closely with industry partners to drive innovation and profitability in primary industries and fisheries.

Scott is responsible for increasing export markets for NT agricultural commodities, supporting existing and emerging primary industry enterprises to build resilience, enabling growth and minimising risk to investment through enterprise diversification and Indigenous economic development. The Market and Enterprise Development Division includes all of the research facilities (farms and stations).

Scott commenced his career with the Northern Territory Government in 1989 as a Soil Conservation Officer in the Katherine Region. In 2009, Scott was appointed the Director Pastoral Production. Scott worked in Western Australia from 2005 to 2008, including as a District Manager based in Carnarvon.

Scott holds a Bachelor of Applied Science in Agriculture and a Graduate Certificate in Public Sector Management.



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## Bob Williams

### **DIRECTOR PLANT INDUSTRIES DEVELOPMENT - FOOD INDUSTRY DEVELOPMENT GROUP**

Bob joined the department in 2010. Bob's focus is to work with industry to build and expand the profitability and sustainability of plant industries through research, development and targeted capacity-building activities.

Prior to joining the department, Bob was based in northern Queensland where he was a Science Leader in Tropical Production Systems for Horticulture and Forestry Science in the Department of Primary Industries for 19 years. This position covered the major commodities of banana, mango, tropical vegetables and minor tropical fruit and vegetables.

Bob has held the position of the Australian representative on the regional Bioversity International banana network and is currently the Australian delegate on the Tropical Fruit Network of the Food and Agriculture Organisation (United Nations) Subcommittee of Commodities with Common Problems.

Bob is responsible for research, development and extension in the horticultural, agricultural and forestry sectors across the Territory. This also includes plant diagnostics (entomology, plant pathology and molecular science) as well as technical support for the biosecurity incursions being currently managed by the department.

Bob holds a Bachelor of Applied Science.



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## Neil MacDonald

**DIRECTOR LIVESTOCK INDUSTRIES DEVELOPMENT –  
FOOD INDUSTRY DEVELOPMENT GROUP /  
REGIONAL DIRECTOR KATHERINE**

Neil was appointed as Director Livestock Industries Development in 2014. The Livestock Industries Development Division works with the Territory's cattle industry to increase herd productivity and to develop the industry's capacity to take advantage of improved market conditions.

Neil is responsible for providing research, development and extension services in the cattle and buffalo industries, rangeland management research with a focus on maximising sustainable productivity, and technical services to the Territory's overseas markets.

Neil is based in Katherine and also holds the position of Regional Director Katherine. In this role he represents the department in the Katherine Region and oversees regional administration in Tennant Creek and Alice Springs.

Neil started with the department in 1990 carrying out research in cattle production and rangeland management. His early career included various roles in commercial agriculture and wildlife management in Scotland, Papua New Guinea and Nigeria. Neil has degrees in zoology, tropical cattle production and biometrics.



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## Lorraine Corowa

**DIRECTOR MAJOR ECONOMIC PROJECTS -  
FOOD INDUSTRY DEVELOPMENT GROUP**

Lorraine joined the department in 2010 and was appointed as Director Major Economic Projects in 2014. Lorraine currently manages agribusiness investment attraction and facilitation, the Ord Stage 3 development and economic services.

Lorraine works closely with other government agencies in the areas of land development, investment facilitation and northern Australian development and administers the *Biological Resources Act*.

Lorraine has 29 years' experience in development-focused positions within the Northern Territory Government. Her previous roles in Power and Water Corporation, business and industry development, land development and regional and Indigenous economic development have provided a solid foundation for her current work facilitating agriculture development.

Lorraine has a Master of International Management and a Bachelor of Business. Lorraine serves on the NT Committee of the Australian Institute of Company Directors.



## Christine Long

### DIRECTOR STRATEGIC SERVICES AND POLICY COORDINATION - RESOURCE AND PRODUCT INTEGRITY GROUP

Christine was appointed as Director Strategic Services and Policy Coordination in 2014. Christine is responsible for the coordination of high level and strategic advice across the department, infrastructure and facilities management and communications and marketing (both are shared services with the Department of Mines and Energy), the four accredited laboratories (including the Berrimah Veterinary Laboratory, Chemistry and Water Microbiology Laboratories in Darwin and Alice Springs), R,D&E support services including specialist libraries, technical publications and other specialist professional services and strategic policy development and review.

Christine established a legislative review team as a new initiative in 2015-16 to make progress in the area of priority regulatory reform and has championed the development of a new departmental work health and safety governance framework for the last two years. She is also responsible for administration of the *Gene Technology (NT) Act*.

Christine joined the Northern Territory Government in 1990 and has worked in the areas of land administration, land use planning, land development, transport and natural resource management with a focus on strategic planning and policy.

Christine has a Bachelor Degree in Agricultural Science and postgraduate qualifications in information technology, economics and public sector leadership.



## Michelle Rodan

### DIRECTOR BIOSECURITY AND ANIMAL WELFARE - RESOURCE AND PRODUCT INTEGRITY GROUP

Michelle was appointed to the position of Director Biosecurity and Animal Welfare in 2016. Michelle's focus is to enhance the sustainability of the northern Australian plant and livestock industries by working with stakeholders to ensure national biosecurity and animal welfare obligations are met and markets and consumers are protected.

The Biosecurity and Animal Welfare Division is principally a regulatory area and Michelle's responsibilities include administration of the *Agricultural and Veterinary Chemicals (Control of Use) Act*, *Agricultural and Veterinary Chemicals (Northern Territory) Act*, *Animal Welfare Act*, *Biological Control Act*, *Livestock Act*, *Meat Industries Act*, *Plant Health Act* and *Veterinarians Act*.

Michelle has over 30 years of experience in agriculture biosecurity, legislative and emergency management at both state and national levels. Prior to joining the department, Michelle was Director of Livestock Biosecurity and Animal Welfare in Western Australia and the WA Chief Veterinary Officer, chairing the national Animal Health Committee in 2015.

Michelle has a Bachelor of Veterinary Medicine and Surgery, Bachelor of Science and Diploma in Project Management.



## Glenn Schipp

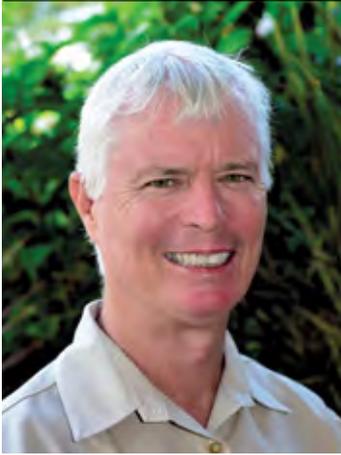
### **DIRECTOR FISHERIES AND AQUACULTURE - RESOURCE AND PRODUCT INTEGRITY GROUP**

Glenn was appointed to the role of Director of Fisheries and Aquaculture in 2014. Glenn oversees the activities of the Fisheries Division including aquatic resource management, Indigenous development, aquatic biosecurity, fisheries research and aquaculture industry support and development.

Glenn joined the Northern Territory Government in 1988 as a research officer, in charge of a barramundi breeding program to establish an aquaculture industry in the Territory. Over the past 28 years he has undertaken a number of roles, including managing the aquaculture program. Glenn is responsible for administration of the *Fisheries Act* which recently underwent significant reforms to introduce compliance powers for Indigenous marine rangers, strengthen its biosecurity powers and to streamline the licensing processes for industry.

Prior to coming to the Territory, Glenn worked for CSIRO Rangelands Research in the Mallee country of Victoria, followed by 12 months on a rainbow trout farm in Sweden.

Glenn has a Masters in Applied Science (Aquaculture) and a Bachelor Degree in Zoology and Biochemistry.



## Rick Bishop

### **DIRECTOR HUMAN RESOURCES, RISK AND AUDIT - CORPORATE SERVICES**

Rick was appointed Director Human Resources in 2012 and later the Director Human Resources, Risk and Audit in 2014. His responsibilities include the provision of strategic human resources services and advice, the risk and audit function, governance, strategic HR planning, resolution of complex employment matters, Indigenous employment and work health and safety for both the Departments of Primary Industry and Fisheries and Mines and Energy.

Rick has worked in various positions such as technical officer, ministerial liaison, public relations, training, early careers and industrial relations roles, before moving to senior HR consultant positions.

Rick's qualifications include a Bachelor of Arts in Public Policy and a Graduate Certificate in Management.



## Karen Simpson

### **CHIEF FINANCIAL OFFICER (DIRECTOR FINANCIAL SERVICES) - CORPORATE SERVICES**

Karen was appointed to the position of Chief Financial Officer in 2014. Karen's team provides a shared service to both the Departments of Primary Industry and Fisheries and Mines and Energy, including strategic advice and training on the core business of budget management, financial reporting, accounting and travel.

Karen began working in the budget and financial sector of the Northern Territory Government in 1990 and since that time has held financial management positions across various agencies within the NT public sector.

Karen holds an Associate Diploma in Accounting and Business. Karen was the Honorary Secretary of the NT Branch of the Institute of Public Administration Australia from 2007 to 2015.



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## Rowan Dollar

### CHIEF INFORMATION OFFICER - CORPORATE SERVICES

Rowan joined the department in 2015 and leads the information technology and information management teams in their daily and strategic support of the department as a whole. Rowan is responsible for ensuring that departmental officers have the right technology at the right time across the large and geographically diverse user base including staff at research farms, offices from Darwin through to Alice Springs and points in between and leads the Departments of Primary Industry and Fisheries and Mines and Energy in the areas of information and communications technology governance, risk and compliance and functional performance.

Rowan has 30-plus years' of technology experience which has been gained in various sectors including government, business consulting, emergency services and banking. His career focus has been on delivering large transformational, best in class, technology and business change programs around the globe.



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## Zoe Malone

### DIRECTOR COMMUNICATIONS AND MARKETING - CORPORATE SERVICES

Zoe joined the department as Director Communications and Marketing in 2014. Her role provides strategic communications, marketing and media management for the Departments of Primary Industry and Fisheries and Mines and Energy. Zoe's responsibilities include liaison with the Communications and Marketing Bureau in the Department of the Chief Minister, compliance with relevant accountability requirements, providing support to manage biosecurity incursions and emergency responses, and working closely with the Minister's Office regarding media and communications activities.

Since 2011, Zoe has been a Communications Director for various Territory Government departments.

Zoe has over 15 years of experience in strategic communications and public relations and holds a Bachelor of Arts (Public Relations) and a Master in Business Administration. She is currently participating in the Australian Rural Leadership Program.

Photos: Peter Zeroni, except Bob Williams and Glenn Schipp.



Figure 1.4. Curcuma Hybrid at Berrimah Farm (Photo: Doris Marcsik)

# LOCATIONS



**Figure 1.5. Cattle at Douglas Daly Research Farm (Photo: Tim Schatz)**

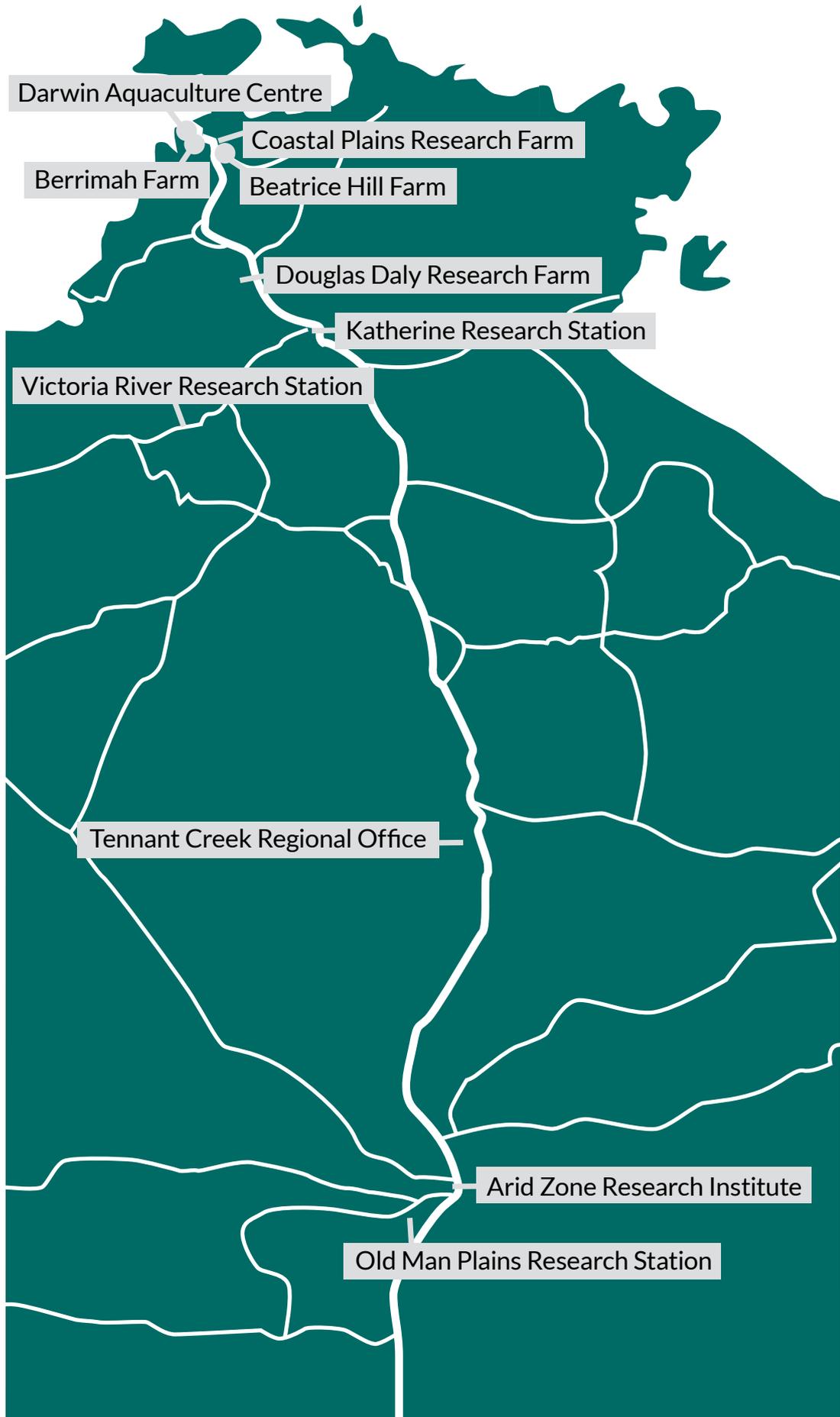
The department is regionally based and operates ten research facilities (farms and stations) in different climatic zones throughout the Territory. Four are in remote locations and three also house regional headquarters for the department and other NT Government agencies.

As part of the department's economic development agenda, the purpose of research facilities is to deliver research, development and extension programs which underpin agricultural diversification to maximise market opportunities, improve efficiency and develop environmentally sound agricultural production systems.

The function of research facilities is to provide:

- Secure farm land, machinery, livestock, and farm infrastructure required to conduct regional specific research, demonstration, and extension projects
- Laboratories, workshops, and other facilities required for delivery of services to industry and the community
- Operational bases, for the delivery of services to industry which include regulatory and biosecurity management, disease monitoring, fisheries, industry development and training programs, research and various regionally-relevant extension programs.

Figure 1.6. Map of Locations



## Arid Zone Research Institute

LOCATION: ALICE SPRINGS, SOUTH STUART HIGHWAY

AREA: 256 HECTARES

The Arid Zone Research Institute (AZRI) is the department's headquarters in Central Australia, and houses staff from the departments of Mines and Energy; Land Resource Management; Parks and Wildlife Commission of the NT; Department of Education (Vocational Education Training - Rural Operations Program); and the Police Fire and Emergency Services - Mounted Police Unit.

AZRI has a regional focus on research support and extension for the pastoral and horticultural industries. Facilities include intensive horticulture research plots, quarantine facilities, paddocks for small cattle herds, laboratories, glass houses, cool rooms, farm equipment, staff interim housing and vocational education classrooms.

This year AZRI hosted a number of research programs including:

- A new trial to assess new varieties of seedless table grapes for suitability in Central Australia in regards to quality and productivity.
- A trial of nine different varieties of garlic to assess their suitability to commercial production in Central Australia.
- A crop of lucerne irrigated with recycled water to assess the impacts of the recycled water on the soil.

## Beatrice Hill Farm

LOCATION: MIDDLE POINT

(NEAR ADELAIDE RIVER ON THE ARNHEM HIGHWAY)

AREA: 2 600 HECTARES

Beatrice Hill Farm is used to develop management practices for cattle and buffalo production systems including continued, sustainable utilisation of floodplains. Cattle projects include the National Arbovirus Monitoring Program and a comparison of breeder herd efficiencies of Composite and Brahman breeder cattle.

Australia's only buffalo research program is based at Beatrice Hill Farm. It is aimed at developing a Riverine Buffalo breeding herd through a cross-breeding program using imported Riverine cows from the United States and imported Italian Riverine dairy buffalo semen. For the first time since establishment of the Riverine herd, it exceeded the target number this year. A significant number of purebred in-calf buffalo heifers were purchased by an interstate dairy this year. More information on this program can be found on page 28.

Four purebred Riverine bulls exported as a gift to the Indonesian Government for use at two artificial insemination centres on the island of Java were bred here.

Beatrice Hill Farm houses one of the National Arbovirus Monitoring Program's sentinel cattle herds, as well as sentinel chickens for human health monitoring and is also the site of significant hay production for use on other departmental research facilities.

This year Beatrice Hill Farm hosted a number of other research programs including:

- A trial to assess repellent buffalo fly tags for use on floodplain cattle.
- A pilot study on the adaption of cattle to floodplains.

**Australia's only buffalo research program is based at the department's Beatrice Hill Farm.**

## Berrimah Farm

LOCATION: BERRIMAH, MAKAGON ROAD

AREA: 175 HECTARES

Berrimah Farm is the site of the department's Darwin Regional headquarters, located between Darwin and Palmerston in the industrial suburb of Berrimah.

Various laboratories are located within Berrimah Farm including; veterinary, fisheries, chemistry, tissue culture, horticulture post-harvest and water analytical testing laboratories. These laboratories have a range of roles including research and development as well as the provision of specialist research and diagnostic services to industry and the community.

The majority of Berrimah Farm is proposed for a major multi-million dollar redevelopment commencing in 2016-17. This is likely to reduce the current footprint from around 175 hectares to around 7 hectares. As a result of this redevelopment, the sentinel herd associated with the National Arbovirus Monitoring Program will be relocated.

This year Berrimah Farm hosted a number of research programs including:

- Assessment of candidate passionfruit selections and suitable rootstocks.
- Assessment of watermelon rootstocks and grafted watermelons for *Fusarium* resistance.
- Nitrous oxide emissions from irrigated row crops.
- Multiplication of ornamental ginger selections for market evaluation.
- Identifying non-hosts of Cucumber Green Mottle Mosaic Virus and determining the longevity in bare and planted soils.
- Evaluating the role of bees in Cucumber Green Mottle Mosaic Virus transmission.

Some Shared Corporate Services staff in Darwin are located in the Centrepont Building in the Smith Street Mall.

## Coastal Plains Research Farm

LOCATION: MIDDLE POINT (NEAR FOGG DAM VIA ARNHEM HIGHWAY)

AREA: 140 HECTARES

Coastal Plains Research Farm is the principal horticultural research farm in the Darwin Region and is involved in the evaluation of new varieties of mangoes, rambutans, passionfruit and jackfruit. It is also the only testing facility in Australia that is free of the Panama Disease Tropical Race 4 that affects bananas and is the site for the national mango breeding program collaborative research and testing new tropical horticultural crops.

This year the Coastal Plains Research Farm hosted a number of research programs including:

- The banana Panama Disease Tropical Race 4 disease management project, investigating banana varieties for tolerance or resistance.

- An African Mahogany clone selection trial, as part of a series of trials on departmental research farms to select the best trees for ongoing production.
- An ongoing mango rootstock and scion trial, where scion material from the National Mango Breeding Program is assessed on different rootstocks.
- A mango trial to account for nitrogen uptake, cycling and mobilisation at different growth stages.
- A trial investigating dry season production of tropical grasses under irrigation for fodder.

# Barry's Legacy of Improved Buffalo for the Territory and Australia



## **Anyone who has worked in the buffalo industry in the Top End will know Barry Lemcke.**

With over 40 years of experience in the NT pastoral industry and now on the cusp of retirement, Barry has been a tireless research and extension officer for the development of the NT buffalo industry. He's also a specialist in nearly everything else to do with tropical agriculture including cattle, goats, deer, pasture, fruit horticulture, and the care of livestock.

The department's Beatrice Hill Farm is Australia's only dedicated buffalo research and development facility and its success is also due in part to Barry's efforts as the department's Principal Cattle and Buffalo Research Officer.

Barry first came to the NT after receiving an Agricultural Science Degree from the University of Sydney. "I was drawn by the excitement of the NT. It seemed like a new frontier and sounded a lot more exciting than NSW," said Barry, who spent his first three years at Mudginberri and Munmalary Stations—now Kakadu National Park—where he encountered "...plenty of unmanaged cattle".

Soon after, Barry began working at the department's cattle and rice research farm, then known as Upper Adelaide River Experiment Station—now called Tortilla Flats.

Later, at Beatrice Hill Farm, Barry took over the reins from Brian Ford and Don Tulloch, the first buffalo experts. In time, Barry's scientific work with the Australian Swamp Buffalo helped define the production potential of this animal for the livestock industry.

"At the conclusion of our Bovine Brucellosis and Tuberculosis Eradication Campaign (BTEC) we saw the potential for buffalo meat as a high quality restaurant trade product with quality assurance parameters around it—something you could eat easily," said Barry of the work in the early 1990s to popularise buffalo meat through branding and customer awareness.

The successful TenderBuff® brand was the result. TenderBuff® is meat from young buffalo fed and managed well to produce high quality lean meat. The meat undergoes the same processing as prime beef to ensure all cuts are tender.

In the mid-1990s, the department and the NT Buffalo Industry Council led the way to increased marketability of swamp buffalo by importing riverine buffalo from the US and initiating a pure and crossbreeding program to increase growth rates and meat quality.

"We also imported frozen semen from Italian dairy herds to improve milk production traits of the new Australian Purebred Riverine Buffalo. Over

the previous 20 years, the dozen or so dairies established in Australia have all — bar one — been derived from NT Riverine Buffalo from Beatrice Hill Farm," said Barry.

This is an impressive accomplishment considering the first imports were only four buffalo bulls and four heifers. (The females are all still with us and two have produced calves so far this year, the eldest cow being aged 22 years.) The outcome of this research and development was a base herd of dual purpose Riverine Buffalo for the Australian and New Zealand buffalo dairy industry, with male progeny providing high quality meat.

Barry was also a key player in the first shipment of Australian Swamp Buffalo to Vietnam, and his work as a leader in the field has seen him facilitate training and after-sales servicing for cattle exports in Indonesia, the Philippines, Malaysia, Vietnam and Timor-Leste. He's also made presentations and represented the NT at industry seminars in Italy, Bulgaria, the Philippines, Canada, Venezuela, Indonesia and Argentina.

The buffalo breeding program goes from strength to strength and if the latest calves at Beatrice Hill Farm are anything to go by, we'll continue to improve the breed for the Territory, Australia, and the world—largely thanks to the vision, persistence and determination of Barry Lemcke.

**“ We also imported frozen semen from Italian dairy herds to improve milk production traits of the new Australian Purebred Riverine Buffalo. Over the previous 20 years, the dozen or so dairies established in Australia have all — bar one — been derived from NT Riverine Buffalo from Beatrice Hill Farm.”**

## Darwin Aquaculture Centre

LOCATION: CHANNEL ISLAND, DARWIN HARBOUR

AREA: 2.9 HECTARES

The Darwin Aquaculture Centre is a research and development facility dedicated to supporting the Territory's aquaculture industry with research programs focused on tropical marine aquaculture and has specific areas dedicated to fish, molluscs, echinoderms, algae, live feeds and environmental control work. The centre produces finfish such as barramundi and golden snapper for local restocking programs.

A key focus in recent years has been the research and development of species appropriate for culture in remote coastal Aboriginal communities. Species such as tropical rock oysters, giant clams and sea

cucumbers may all be suitable for the establishment of small-scale, community-based businesses. This work has created partnerships between remote communities, local industry and international research organisations.

In 2015-16, 275 solar panels (98 kW) were installed at the centre to replace 20% of its power demand with clean solar energy, saving up to 10 000kg of carbon emissions per month. A bank of self-cleaning sand filters maintains a supply of suitable sea water to the site all year, a rare commodity for a tropical estuarine environment.

**In 2015-16, 275 solar panels (98kW) were installed at the centre to replace 20% of its power demand with clean solar energy, saving up to 10 000 kg of carbon emissions per month.**

## Douglas Daly Research Farm

LOCATION: JUNGAWA ROAD, DOUGLAS DALY REGION

AREA: 3 100 HECTARES

The Douglas Daly Research Farm is a mixed farming research and demonstration facility located in the Douglas Daly region, located approximately 220 km southwest of Darwin. Its principal focus is beef cattle production from improved pasture production systems, investigating potential irrigated agricultural production and diversification of pastoral land into more intensive agricultural production. Facilities include areas for research on pasture, cattle, hay, crops, and centre pivot irrigation.

Douglas Daly Research Farm provides research, development and extension services to pastoral and mixed farming producers in the Katherine, Daly and Top End regions, is a focal point for regional development and has primary school facilities for the local community.

This year a number of research programs were underway including:

- Peanut and lucerne variety trials to investigate suitability for cropping in the Top End.
- Examining cost-effective ways of fattening cattle for the Darwin abattoir, potentially a very important enterprise for the mixed farming sector in the Top End.
- A comparison of grazing methods (ranging from cell grazing to continuous), to evaluate the impacts on animal performance, pasture growth and soil carbon levels.
- The progeny evaluation phase of the Senepol cattle crossbreeding project, which was completed when the last group of steers (raised on the Victoria River Research Station) was sold.

## Katherine Research Station / Regional Office

LOCATION: SOUTH STUART HIGHWAY, KATHERINE

AREA: 1 260 HECTARES

The Katherine Research Station (KRS) is the department's headquarters for the delivery of services in the Katherine Region. It includes regional office accommodation, laboratories, glass houses, cool rooms, animal housing and animal handling facilities and other farm infrastructure including:

- Secure paddocks and land for intensive cattle, pasture, horticulture, forestry, crop and weed control research, demonstration and extension projects.
- Centre pivot, lateral move and drip tape irrigation facilities.
- Covered pen facilities for cattle nutrition trials.
- Large bird protection cage for small plot cropping trials.

The Katherine Region is considered to have very good prospects for future primary industry development in the Territory, as soils and rainfall are suitable for intensification of cattle production as well as irrigated cropping and horticulture. The region is well placed to supply growing export to emerging Asian markets.

This year Katherine Research Station hosted another successful Annual Farm and Garden Day which attracted over 1 200 people. The theme was 'Looking to the future for primary industries in the NT'. Farm tours were run hourly and offered visitors the opportunity to learn about research trials, past and present. Talks were held throughout the day focusing on technology and innovation in agriculture.

Katherine Research Station also held a successful online auction for department-bred select Brahman bulls. Eighty bulls were sold online at an average price of \$1 820.

This year it hosted research programs including:

- Irrigation trials for hemp, quinoa, peanuts, maize and cassava.
- A 10-year mango rootstock/scion trial to evaluate the best combination.
- Establishment of a block of three new National Mango Breeding Program mango hybrids, a resource for future mango management trials.

**This year Katherine Research Station hosted another successful Annual Farm and Garden Day which attracted over 1 200 people. The theme was 'Looking to the future for primary industries in the NT'. Farm tours were run hourly and offered visitors the opportunity to learn about research trials, past and present. Talks were held throughout the day focusing on technology and innovation in agriculture.**

## Old Man Plains Research Station

LOCATION: OWEN SPRINGS PASTORAL LEASE,  
SOUTH STUART HIGHWAY, ALICE SPRINGS

AREA: 522 KM<sup>2</sup>

Old Man Plains Research Station comprises rangelands, cattle and facilities required to conduct research, development and extension programs to support the development of the central Australian pastoral industry. This provides the pastoral industry in arid areas with sound guidelines to increase production and long-term viability while also preserving the health and diversity of rangeland ecosystems. It also supports the Indigenous Pastoral Program and other ongoing research programs including:

- Evaluation of stocking rate and pasture spelling systems.
- Herd improvement using objective selection, which also assesses the potential for producing Meat Standards Australia (MSA) graded beef.
- Implementation and demonstration of new and innovative technologies including telemetry and the remote livestock management system.

This year, Old Man Plains hosted the Producer Steer Challenge, in collaboration with the Alice Springs Pastoral Industry Advisory Committee. This involved co-grazing 54 weaner steers of various breeds from eight properties, to assess and compare performance under the latest recommendations for grazing land management and cattle management. The project actively engaged 25% of Central Australian producers, and confirmed that premium markets can be accessed for quality Central Australian beef.

A high quality Droughtmaster herd suited to central Australian conditions has also been developed on site through active herd improvement, allowing access to premium markets. Bulls bred on Old Man Plains are popular with local producers, and the department sold 16 bulls at an average price of over \$3 000 each.

## Tennant Creek Regional Office

LOCATION: TENNANT CREEK

The department's Tennant Creek office delivers animal health services to the vast and economically important Barkly region. Staff based at the regional office are involved in a number of national programs to promote and maintain Australia's livestock health status as well as training for stock camp staff and managers.

Research programs carried out in the Barkly region this year included bull breeding, improved animal welfare, rangeland management, remote cattle management and data management.

## Victoria River Research Station

LOCATION: KIDMAN SPRINGS (WAMBARDI ABORIGINAL TRUST),  
VICTORIA RIVER DISTRICT

AREA: 31 400 HECTARES

The Victoria River Research Station, also known as Kidman Springs, is located in the Victoria River District and runs approximately 700 breeder cattle as a typical breeding operation. Most progeny are transported to the Douglas Daly Research Farm after weaning.

The Station is significant as a semi-arid tropical rangeland and cattle production research site and also for its research programs including:

- The Kidman Springs Best Bet Management System which has been instrumental in driving productivity gains in northern cattle production systems over the last 25 years. Current research

is investigating phosphorous nutrition in tropical cattle and improved fertility in Brahman cattle.

- The internationally significant Shruburn fire project, established in 1993 and the only one of its kind on grazed savannahs, assesses the impact of fire management on woody vegetation cover and pasture condition.
- The Senepol crossbreeding project to increase marketing options for northern producers by producing cattle suitable for domestic beef and live export trades. This commenced in 2008 and the first steers were turned off through the Douglas Daly Research Farm this year.



Figure 1.8. Lighting up again, as part of the long-term fire trial at Victoria River Research Station, Shruburn (Photo: Dionne Walsh)

# KEY CONTACTS

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## Regional

<b>ARID ZONE RESEARCH INSTITUTE / ALICE SPRINGS REGIONAL OFFICE</b>	
Location:	South Stuart Highway, Alice Springs 0870
Postal Address:	GPO Box 8760, Alice Springs NT 0871
Phone:	+61 8 8951 8111
<b>DOUGLAS DALY RESEARCH FARM</b>	
Location:	725 Jungawa Road, Douglas Daly 0822
Postal Address:	PMB 105, Winnellie NT 0822
Phone:	+61 8 8978 2442
<b>BEATRICE HILL FARM</b>	
Location:	110 Anzac Parade, Middle Point 0822
Postal Address:	GPO Box 3000, Darwin NT 0801
Phone:	+61 8 8988 1612
<b>KATHERINE RESEARCH STATION / REGIONAL OFFICE</b>	
Location:	449 Stuart Highway, Katherine 0850
Postal Address:	PO Box 1346, Katherine NT 0851
Phone:	+61 8 8973 9739
<b>BERRIMAH FARM/DARWIN REGIONAL OFFICE</b>	
Location:	29 Makagon Road, Berrimah 0828
Postal Address:	GPO Box 3000, Darwin NT 0801
Phone:	+61 8 8999 2006 or +61 8 8999 5511
<b>OLD MAN PLAINS RESEARCH STATION</b>	
Location:	519 Stuart Highway, Alice Springs 0870
Postal Address:	PO Box 8760, Alice Springs NT 0871
Phone:	+61 8 8951 8111
<b>TENNANT CREEK REGIONAL OFFICE</b>	
Location:	99 Paterson Street, Tennant Creek 0860
Postal Address:	PO Box 159, Tennant Creek NT 0861
Phone:	+61 8 8962 4488
<b>COASTAL PLAINS RESEARCH FARM</b>	
Location:	350 Anzac Parade, Middle Point 0822
Postal Address:	GPO Box 3000, Darwin NT 0801
Phone:	+61 8988 8085
<b>VICTORIA RIVER RESEARCH STATION</b>	
Location:	13774 Buchanan Highway, Victoria River 0852
Postal Address:	PMB 48, Katherine NT 0852
Phone:	+61 8 8975 0762
<b>DARWIN AQUACULTURE CENTRE</b>	
Location:	1840 Channel Island Rd, Darwin 0822
Postal Address:	GPO Box 3000, Darwin NT 0801
Phone:	+61 8999 2144

# CORPORATE GOVERNANCE

## 2

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Participants at a Barkly Rangeland Management Course at Brunchilly Station discuss pasture species (Photo: Casey Collier).

# FAST FACTS



Administered **12** pieces  
of **legislation**



**Delivered** against four  
key **Output** Groups



**56** percent reduction  
in **WHS** incidents  
since **2013-14**



**39** percent reduction in workers  
compensation **claims** per  
**WHS** incident since 2013-14



Established a **Strategic  
Emergency** Management  
**Committee** in July 2015



**268** veterinary surgeons  
**registered** as at  
30 June **2016**



**117** intranet new  
items **published**



Over **1050** subscribers  
to **newsletters**

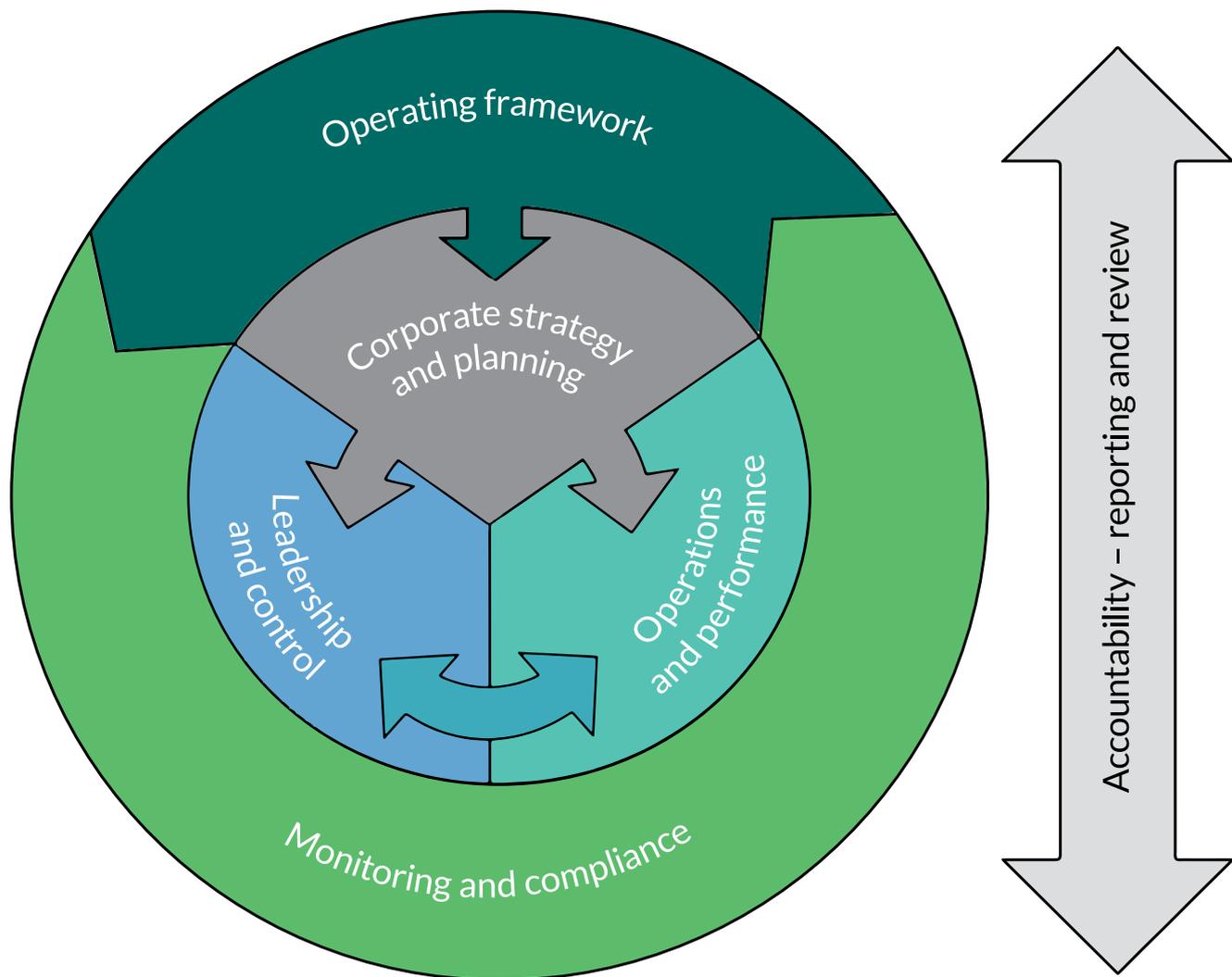


**Figure 2.1. Safety at work – Dave Wilson undertakes inspections to assess aquatic biosecurity risk (Photo: Michelle Skarlatos Simoes)**

# GOVERNANCE MODEL

Corporate governance refers to the systems, including rules, practices and processes, under which the department is controlled and maintained, to balance the interests of various stakeholders in meeting the key priorities of government. The department's corporate governance is modelled below. Accountability to government and the community is achieved through reporting and external reviews. Each element in the model is described in Table 2.1.

Figure 2.2. Corporate Governance Framework - Model



**Our Leadership Model: results, accountability, commitment, conflict and trust**

**Table 2.1. Corporate Governance Framework – Elements described**

<p><b>OPERATING FRAMEWORK</b></p>	<p>Legislation Principal areas of government and statutory responsibilities Government strategies and priorities Budget Papers NTG policies and procedures</p>
<p><b>CORPORATE STRATEGY AND PLANNING</b></p>	<p>Corporate Plan 2013-2017 People Plan 2014-2017 Industry Development Plan 2013-2017 Work Health and Safety planning Risk management planning Stakeholder engagement Employee engagement</p>
<p><b>LEADERSHIP AND CONTROL</b></p>	<p>Executive Management Group Work Health and Safety Steering Committee High level advisory committees Organisation Structure Internal communications</p>
<p><b>OPERATIONS AND PERFORMANCE</b></p>	<p>Divisional Business Plans Operational plans Individual work plans Personal development reviews External communications</p>
<p><b>MONITORING AND COMPLIANCE</b></p>	<p>Internal audit External audit and review, including Auditor-General Estimates Hearings</p>
<p><b>ACCOUNTABILITY – REPORTING AND REVIEW</b></p>	<p>Reports to government and Minister Annual Report Reports to EMG Performance measures Performance reporting</p>

# OPERATING FRAMEWORK

The department's role is to serve the government of the day in undertaking its statutory functions and meeting stated priorities. Its overarching operating framework is published on the intranet and is represented in the following diagram.

Figure 2.3. Overarching Operating Framework

<b>OPERATING FRAMEWORK</b>	<b>Administrator</b>		> Administrative Arrangements Order
	<b>Parliament</b>		> Minister
	<b>Legislation and Regulations</b>		
	<b>Government Strategy and Commitments</b>		
	<b>NT Public Sector Policies, Protocols, Codes, Standards, Guidelines</b>		
	<b>Treasury</b>	> Treasurer's Directions	
> Budget Papers		> 4 Output Groups:	



## Legislation

As declared by the Administrator under the Administrative Arrangements Order, the department's:

- principal areas of government are listed in Section 1: Overview, on page 13
- statutory responsibilities, are listed below.

**Table 2.2. Statutory Responsibilities**

Legislation	Responsible Group/Division
<i>Agricultural and Veterinary Chemicals (Control of Use) Act</i>	Biosecurity and Animal Welfare
<i>Agricultural and Veterinary Chemicals (Northern Territory) Act</i>	Biosecurity and Animal Welfare
<i>Animal Welfare Act</i>	Biosecurity and Animal Welfare
<i>Biological Control Act</i>	Biosecurity and Animal Welfare
<i>Biological Resources Act</i>	Major Economic Projects
<i>Fisheries Act</i>	Fisheries
<i>Gene Technology (Northern Territory) Act</i>	Strategic Services and Policy Coordination
<i>Livestock Act</i>	Biosecurity and Animal Welfare
<i>Meat Industries Act</i>	Biosecurity and Animal Welfare
<i>Plant Health Act</i>	Biosecurity and Animal Welfare
<i>Poppy Regulation Act</i>	Resource and Product Integrity Group
<i>Veterinarians Act</i>	Biosecurity and Animal Welfare

## STATUTORY BOARD

The department supports the independent operations of the Veterinary Board of the Northern Territory, established under the *Veterinarians Act*, through the provision of a Board Registrar. The Annual Report of the Veterinary Board is provided in the Appendix 1.

## Government Strategies and Priorities

The key government strategies, with which departmental corporate strategy and planning were aligned, were the “Framing the Future” series as well as its policy agenda for developing northern Australia.

## Budget Papers

The Treasurer hands down the Budget annually which sets out the fiscal and economic outlook for the year, sets government priorities and establishes agency budgets to achieve these. Regional Highlights are also published annually to reflect delivery of programs and services in the regional areas of the Northern Territory.

The department’s 2015-16 four Output Groups, established to drive outcomes and Key Deliverables were:

- **Food Industry Development** - Support the economic growth and viability of existing and emerging primary industries.
- **Resource and Product Integrity** - Protect the reputation and integrity of the Territory as a producer of quality primary produce.

- **Water Testing Services** - Provide testing services for Territory water supplies.
- **Corporate and Governance** - Undertake a range of functions to serve the department’s core corporate and governance needs, including financial services, human resource management, information and communication technology, marketing and communication services, infrastructure, governance and risk management. Provide shared corporate services to the Department of Mines and Energy.

The department’s performance against the Key Deliverables outlined in Budget Paper No. 3 are reported in the next section, Section 3: Performance Reporting.

## Sector-Wide Policies, Protocols, Codes, Standards, Guidelines

The department operates within the sector wide framework of policies, protocols, Codes of Practice, Standards and Guidelines. Some examples are Treasurer’s Directions, Employment Instructions and the Code of Conduct. Any documents prepared by the department were consistent with these overarching documents.

# CORPORATE STRATEGY AND PLANNING

## Strategy Documents

Key strategic and corporate planning documents guide the department's business and align its operations with the NT Government's overall "Framing the Future" strategies, policy agenda for developing northern Australia and resource allocation through Output Groups in Budget Paper No. 3.

**The Corporate Plan 2013-2017** is the overall charter of the department, outlining its Vision and Mission and commitment to Values. It describes the principles of the department's work and its people. This is **how** we deliver Government priorities.

**The Industry Development Plan 2013-2017** outlines the four Objectives, Key Strategies and Key Actions that will result in the delivery of outcomes to industry clients. This is **what** we will deliver in line with Government priorities.

**The People Plan 2014-2017** focuses on the capabilities and capacities of people in the department to enable these objectives to be met. This is **who** will deliver on Government priorities.

**The Work Health and Safety Management System 2015-16** is the key WHS document which links into and when taken together with other governance documents, establishes the department's approach to managing work health and safety in the workplace.

**The Corporate and People Plans and Work Health and Safety Management System 2015-16** were finalised following consultation with staff. The Industry Development Plan was developed in partnership with stakeholders.

The outputs delivered during 2015-16 under the Strategies in the Industry Development Plan are reported in Section 3: Performance Reporting. Actions delivered under the People Plan are reported principally throughout Section 4: Our People and in Appendix 2.

## Work Health and Safety Planning

All high level governance documents related to work health and safety were significantly revised in 2015-16, building on the work commenced in 2014-15. Following staff consultation on the key framework documents, the new documents and 2016-17 templates were placed on the WHS SC intranet site and the online service centre by 1 July 2016. These included revised:

<b>WHS Policy 2016-17</b>	Outlining the shared commitment to a safe and health working environment.
<b>WHS Management System 2016-17</b>	Designed as the central element in the WHS planning system and as a useful 'how to' guide for WHS management in the department.
<b>WHS Strategic Plan 2016-17</b>	Setting overall goals and objectives.
<b>WHS Action Plan 2016-17</b>	Highlighting the areas of focus and actions for the year.
<b>Workplace Hazard Inspection Checklist</b>	Form – for systematic identification and assessment of workplace hazards.
<b>Divisional WHS Operational Risk Register Template with Safety Manual format</b>	Template - summarising identified risks, risk analysis and evaluation, control descriptions and evaluations, post control analysis and evaluations and timelines. In 2015-16, the risk analysis and evaluation section was substantially updated and the Safety Manual format which is a separate Worksheet, was added to present the same information in a useful, workplace friendly, booklet format.
<b>Divisional WHS Action Plan</b>	Form for planning quarterly actions to be carried out by Divisions.
<b>Divisional WHS Report</b>	Form – for reporting on actions completed and not completed by Divisions each quarter.
<b>Injury/Incident Notification Form</b>	Form – for reporting injuries/incident and assessing risk.

The work of the WHS Steering Committee is described under Leadership and Control, later in this section.

# Risk Management Planning

## STRATEGIC BUSINESS RISK REGISTER REVIEW

The department's Strategic Business Risk Register (the Register) identifies the department's top level business risks in terms of meeting the Industry Development Plan, Corporate Plan, People Plan and Budget Paper No. 3. The Register was revised on 10 May 2016 following a facilitated workshop in Darwin at which the principal areas of business risk were identified and reviewed, and existing controls and treatment options were examined and revised. The workshop included EMG members.

Following this, the Risk and Audit Committee updated the Register and reviewed the internal audit schedule. The resulting target Risk Areas and Internal Audit Schedule updates are listed below.

**Table 2.3. Target Risk Areas and Internal Audit Schedule updates**

Target Risk Areas (linked to relevant Plan)	Internal Audit Schedule
Major primary industries export market shock. (Industry Development Plan – Objective 1)	Market Shock Response Capability Review
Primary industry and fisheries research activities. (Industry Development Plan – Objective 2)	Research and Development Program Review
Animal welfare practices. (Industry Development Plan – Objective 2)	Internal Animal Welfare Management Business Process Review
Biosecurity incursion management. (Industry Development Plan – Objective 3)	Biosecurity National Agreement Compliance and Emergency Response Capability Review
Indigenous economic development and employment. (Industry Development Plan – Objective 4)	Indigenous Employment Program Review
Strategic objectives. (Industry Development Plan – Budget Paper No.3)	Internal Audit of Information Management

Related to this, the audit of the department's Internal Audit Framework provided a number of recommendations which will impact on future updates to the Strategic Business Risk Register; therefore it will be further developed in 2016-17, taking those recommendations into account.

## RISK MITIGATION – INSURANCE AND INSURABLE RISK

The department is covered by the NT Government’s policy of self-insurance. The overarching framework to identify, risk assess and mitigate specific risks to its business has been described above.

### INSURANCE

The purchase of commercial insurance also serves to mitigate risk. In 2015-16, the department purchased commercial insurance for overseas travel and volunteers covering public liability property damage. A summary of the department’s insurance arrangements, costs and value of claims are listed below.

**Table 2.4. Insurance Costs 2013-14 to 2015-16**

Insurance Premium Summary	2013-14	2014-15	2015-16
Overseas Travel	\$757	\$1,779	\$1,943
Volunteer*	\$2,738	\$1,339	\$5,804
Personal	\$5,223	\$780	\$0
Motor Vehicle+	\$0	\$0	\$285

\* Volunteer insurance for 2014-15 is a correction, as previously reported in 2014-15 as \$0. For 2015-16 includes a prepayment of \$2,238 for 2016-17.

+ Motor Vehicle insurance - for trailers under the National Banana Freckle Eradication Program.

### INSURABLE RISK

Insurable risks are those categories which may result in the department being required to provide compensation and could normally be insured against in the commercial market. They generally relate to workers’ compensation, assets and inventories, public liability and indemnities and exclude financial risks and legal costs in action. In line with the Northern Territory Government policy, the department did not insure for risk exposures under these categories. Therefore, in accordance

with Treasurer’s Direction M2.1 Insurance Arrangements, the department is required to detail the following information in an Annual Report: mitigation strategies and processes in place to reduce the risk for each category, the number, value and average cost of self-insurance claims, expenditure on commercial insurance premiums and the number, value and average cost of commercial insurance claims.

## WORKERS COMPENSATION

The department is required to have appropriate strategies and processes in place to identify and minimise work health and safety risks to workers. A summary of workers compensation claims is presented below as is a listing of the department's risk mitigation measures.

**Table 2.5. Workers Compensation Summary**

Workers Compensation	2013-14	2014-15	2015-16
Total costs	\$187,487	\$215,656	\$348,408
WHS Incidents without claim status	30	41	54
WHS Incidents with claim status	7	8	5
Claims per Incidents (%)	23	20	9

Data is from WHS002 report derived from the BOXI-HR system (Department of Corporate and Information Services).

Mitigation strategies for the Workers Compensation insurable risk category include:

- A comprehensive WHS Management System including an annual action plan and communications strategy.
- A comprehensive system of WHS-related policies and procedures.
- A whole-of-department Emergency Management function and emergency management procedures.
- Cyclone Planning procedures.
- An Employee Assistance Program allowing up to three free visits per year to a contracted counselling service.
- A personal development system, the Personal Development Review that provides an opportunity for employees to address training and development needs.
- Training and support for managers, to build capability in dealing with employee safety and wellbeing.

## PROPERTY, ASSETS AND VEHICLES

The department's assets are principally land, buildings, vehicles, plant and equipment, requiring active management to prevent damage, losses and/or theft. No property and assets were insured in 2015-16.

**Table 2.6. Property and Assets Summary**

Property and Assets	2013-14	2014-15	2015-16
Total costs	\$20,718	\$0	\$76,043
New Claims – Vehicles and Fixed Incidents	16	7	25

The range of mitigation strategies for this category of insurable risk are listed, as follows:

- Internal audit processes and controls to foster compliance with Treasurer's Directions.
- Policies for the use of corporate credit cards, credit control and debt management and entertainment expenditure.
- Secure procedures for the authorisation and oversight of procurement.
- Policies and procedures related to major assets and portable and attractive assets to ensure accountability and custodianship.
- Systems and procedures to control the allocation and monitoring of secure access to buildings and property.
- Security systems and procedures at government-owned and leased properties.
- Access control to buildings and property during operating hours.
- A Vehicle Management Policy and Procedures for the vehicle fleet.
- A whole-of-department Emergency Management function.
- Emergency procedures, reviewed after any emergency event to ensure best practice.
- A comprehensive work health and safety management system including requirements for equipment and workplace inspections to reduce the incidence of faults and hazards causing damage to properties and people.
- A comprehensive induction process relaying governance information to new and returned employees.

## PUBLIC LIABILITY

This category of insurable risk relates to liability owed to a third party which suffers loss or damage as a result of the department's activities. Therefore, the following mitigation strategies and processes are in place:

- Scheduled maintenance programs for properties, including tree and other vegetation management, daily monitoring, path and roadway clearing.
- Building and property repair and maintenance programs.
- Appropriate storage and signage for hazardous materials and the maintenance of the necessary inventories for emergency services personnel.
- A comprehensive WHS Management System which includes the induction and management of visitors, control and monitoring of contractors and risk assessment of plant and equipment items.
- Commercial insurance purchased to cover liability risk of volunteers as required by individual work units.
- Procurement procedures related to quotes and tenders which address public liability.

## INDEMNITIES

An indemnity is an agreement which provides an assurance against the consequences of a breach of duty of care or negligence. Indemnities can be issued in place of buying commercial insurance. During 2015-16, no party called upon the NT Government to indemnify against loss or damage arising from a contract under which the department provided an indemnity. The following mitigation strategies and processes were in place in the department to offset this category of insurable risk:

- Internal guidelines and checklists to assist staff to determine the suitability of entering into funding agreements and contracts containing indemnity clauses.
- Removal of clauses imposing an indemnity where possible.
- Legal review of all contracts containing indemnity clauses.
- A risk assessment of any indemnity provisions being relied on.
- Application of WHS processes, as applicable.
- Procedures and practices that promote compliance with all applicable legislation, such as the *Information Act*.
- Formal adoption of the indemnity process in Treasurer's Direction G2.5 Guarantees and Indemnities.

## Stakeholder Engagement

The department used both formal and informal methods of stakeholder engagement. Formal methods included advisory committees such as the Aboriginal consultative committees which informed fisheries and aquaculture activities and pastoral industry advisory committees which informed research and development programs.

Informal methods included meetings, activities such as field days, the work of extension officers, and ongoing client relationship management. All of these methods are valid in determining stakeholder needs to guide strategy development.

## Employee Engagement

The People Matters Survey Benchmark Report measures employee perspectives on working in the department and compares the results of the department against other comparative agencies. A new NT Public Sector People Matters Survey was undertaken in May 2016 with 66 per cent participation by departmental staff. The results are expected in 2016-17. A response plan will be developed for any areas of improvement identified.

The current Corporate and People Plans were revised in early 2014 to support the Industry Development Plan, through a consultative process across the department.

New and revised policies were placed on the intranet for staff feedback prior to finalisation, depending on the extent of the proposed changes or impact on staff.

# LEADERSHIP AND CONTROL

## Executive Management Group

The Executive Management Group (EMG) plays a crucial role in maintaining the standard of corporate governance and accountability. It operates under its Charter and Leadership Model established in December 2013, which is published on the department's intranet site.

All Divisional and Corporate Services Directors are members of the EMG which is chaired by the Chief Executive. Members have been listed and described in Section 1: Overview. The EMG is also the high level Work Health and Safety Steering Committee, chaired by the Deputy Chief Executive.

Observers are invited to attend EMG meetings. Meetings are held quarterly with a shared agenda for both committees. This year, the Work Health and Safety Steering Committee also met separately in early June to progress updated framework documents.

The EMG deals with the strategic business of the department, coordinating activities and endorses whole-of-department policies. Its role is to:

- manage strategic risk
- manage the department's budget appropriately
- oversee the design and performance of the department's workforce
- cultivate and nurture a positive and supportive organisational culture
- build and have positive relations with clients and stakeholders
- contribute to the broader government agenda
- ensure consistency across the department
- coordinate effort across the department
- promote the department
- manage crises as they arise
- improve organisational business processes
- ensure the work health and safety of its employees
- maintain its duty of care.

Under the Leadership Model, EMG Members are committed to developing and enhancing their ability to work as an effective team in the areas of results, accountability, commitment, conflict and trust.

In 2015-16, the EMG provided information to staff via its intranet page. Draft meeting agendas were circulated two weeks prior to each meeting and business items, one week prior. For meeting efficiency, agendas were restricted to strategic matters only and divided into: Introduction; Chief Executive's update; items for discussion and/or decision; items for endorsement; and items for noting without discussion; presentations; and other business.

Minutes were finalised out-of-session within two weeks of the meeting and published on the intranet. An action sheet was circulated to Members following each meeting and progress against agreed outputs was tracked. Some business was also conducted out-of-session, with Members circulating items. Members or Observers not located at the principal meeting location generally participated via videoconferencing.

## CORPORATE CALENDAR

The EMG published a comprehensive reporting and events calendar on its intranet page, designed to identify key priorities each month for employees, particularly Divisional Executive Officers to be aware of approaching priorities and upcoming events, including those which may require inputs from them. The calendar was categorised on a monthly basis, into sections relating to people, finance, risk and business processes.

## MEMBERSHIP AS AT 30 JUNE 2016

- Chief Executive, **Alister Trier** (Chair)
- Deputy Chief Executive, **Ian Curnow** (Chair of the Work Health and Safety Steering Committee)
- Director Strategic Services and Policy Coordination, **Christine Long**
- Director Market and Enterprise Development, **Scott Wauchope**
- Director Plant Industries Development, **Bob Williams**
- Director Livestock Industries Development, **Neil MacDonald**
- Director Major Economic Projects, **Lorraine Corowa**
- Director Biosecurity and Animal Welfare, **Michelle Rodan**
- Director Fisheries and Aquaculture, **Glenn Schipp**
- Director Human Resources, Risk and Audit, **Rick Bishop**
- Chief Financial Officer, **Karen Simpson**
- Chief Information Officer, **Rowan Dollar**
- Director Communications and Marketing, **Zoe Malone**

## 2015-16 MEETINGS AND LOCATIONS

Executive Management Group	Work Health and Safety Steering Committee	Location
5 August 2015	5 August 2015	Darwin
17 November 2015	17 November 2015	Darwin
14 March 2016	14 March 2016	Darwin
	8 June 2016	Darwin
30 June 2016	30 June 2016	Alice Springs

Divisional and Corporate Services Directors met during the year on 22 March 2016, to participate in professional development through an ANZSOG (Australian and New Zealand School of Government) Workshop on the use of Professor Mark Moore's Strategic Triangle as a model for assessing public value. Leaders of the Department of Land Resource Management and the Department of Lands, Planning and the Environment were also invited to attend. The following day a second workshop was held with Senior Managers of these departments.

On 10 May 2016 Directors met again to undertake a review of the department's Strategic Business Risk Assessment Register, in a workshop facilitated by a former NT Auditor-General, Iain Summers.

EMG Members met with colleagues in the Department of Land Resource Management on 14 March 2016 to exchange information, discuss matters of common interest and identify areas for improved collaboration. Further joint meetings will be held in 2016-17.

## WEEKLY MEETINGS

Divisional Directors also met weekly on a Friday morning in Darwin and via videoconference from regional offices. This streamlined meeting format included standing items on any urgent strategic work health and safety issues, a project report on key projects and events and forthcoming media and communications opportunities that is forwarded to the Minister's Office weekly.

Divisional Directors shared relevant information on their own activities and those within their Divisions and lessons learned. Corporate Services Directors attended this meeting on a rotating basis. The Departmental Liaison Officer in the Minister's Office also attended. This forum was used for presentations on matters of cross-departmental interest.

## 2015-16 ACHIEVEMENTS OF THE EMG

- **MAY 2015:** Reviewed 2015-16 Divisional business plans, examined a new direction for management of research farms, considered how governance of risk management can be improved, reviewed areas for improvement arising from the People Matters survey, considered presentations on the new Indigenous Employment Program and the updating of web information and streamlined approvals for interstate and intrastate travel.
- **AUGUST 2015:** Agreed to hold professional development on use of the Strategic Triangle (creation of public value) model, discussed progress in cross-cultural and Respect in the Workplace training, considered the budget situation in terms of final year position for 2014-15 and received an update on the Berrimah Farm Redevelopment project.
- **NOVEMBER 2015:** Revised the weekly reporting style for Minister's Office, considered content of Future Leaders Program, reviewed the process for recruitment requests, noted updates to the nt.gov.au project, agreed to review the process for considering requests to work part-time and from home, considered presentation on Berrimah Farm Redevelopment and timelines, discussed Christmas shut down, personal and building security arrangements and reviewed progress of cyclone preparedness planning.
- **MARCH 2016:** Agreed to develop a new Policy - Skills and Qualifications Register, improve the Probation Report reminder system, considered audit reports related to a travel review and agency requirements and remote and isolated travel, considered the department's Special Measures Plan, discussed risks associated with working from home, considered the plan and budget for the 2016 Show Circuit, received a further update on the nt.gov.au project, endorsed a Procedure for research farm staffing and endorsed a new draft Policy on Use of Social Media 24/7, for staff consultation.
- **JUNE 2016:** Considered revised Terms of Reference for the Information Management Committee and possible membership, reviewed a report on the Biosecurity audit, agreed to adopt a revised Fringe Benefit Tax Policy, considered implementation arrangements arising from the audit of Remote and Isolated Travel, identified that a review of the Remote and/or Isolated Field Work Policy and Procedures was a priority with checklists to follow, considered the establishment of a First Response Team and how emergency response capability could be developed, endorsed a new Policy on the keeping of dogs on research farms for further review and considered methods to establish a departmental Delegations Register.

## Work Health and Safety Steering Committee

Work health and safety was identified as a high priority risk in the department's Strategic Business Risk Register. Senior management consider themselves personally responsible for the management of Work Health and Safety (WHS) under the *WHS (National Uniform Legislation) Act (WHSNUL Act)* and Regulations. Primarily for this reason, the EMG was established as the department's Work Health and Safety Steering Committee (WHS SC), responsible for strategic oversight of department-wide WHS activities.

The functions of the WHS SC include:

- Ensuring ongoing compliance with the *WHSNUL Act*, Regulations, relevant standards and codes.
- Developing and implementing a WHS governance framework for managing WHS in the department.
- Facilitating strategic WHS planning.
- Assisting in developing and promoting standards, operational procedures and a positive workplace culture and awareness of WHS.
- Monitoring and reviewing departmental performance, risk management and reporting in relation to WHS.

On the advice of the WHS SC, the Chief Executive annually endorses objectives, targets and performance indicators that comply with the *WHSNUL Act* and its associated requirements. The WHS SC revises the key elements of the department's WHS governance framework every year; that is the WHS Management System, Policy, Strategic Plan and Action Plan including WHS objectives (with input from staff) every year. The department's WHS Governance and Reporting

Framework is illustrated in the current year's WHS Management System, the overarching WHS guide for the department.

In 2015-16, the WHS SC provided information, Meeting Minutes and templates via its intranet page and the department's online service centre. Minutes were finalised out-of-session within two weeks of the meeting and published on the intranet. An action sheet was circulated to Members following each meeting. Progress against agreed outputs was tracked.

The WHS SC intranet page was maintained in a comprehensive format and contained the following items for information/distribution:

- Acts and Regulations
- Standards and Codes of Practice
- WHS Policy, Management System, Strategic Plan and Action Plan for 2016-17
- Divisional WHS Operational Risk Registers, Quarterly Action Plans and Reports
- Minutes of the WHS SC and Workplace Committees
- Templates and forms such as hazard inspection checklists and incident/injury reporting.

The online service centre, a separate reference site, also on the intranet, listed operational policy and procedural documents related to chemical use, personal protection, security, cyclone and emergency planning, firearm, vehicle, machinery, marine and travel safety, and various WHS workplace resources such as relevant NT Worksafe Guidelines, posters and guidelines.

## MEMBERSHIP AS AT 30 JUNE 2016

As for EMG, described in Section 1: Overview.

## 2015-16 MEETINGS AND LOCATIONS

Reported under Executive Management Group with which it shares an agenda.

WHS SC members also met out-of-session, to undertake professional development through a Deloitte workshop on 10 May 2016 on the topic of WHS Due Diligence. As a result of this workshop, changes were made to the department's draft WHS Management System 2016-17, Divisional WHS Operational Risk Register template, draft WHS Action Plan 2016-17 and WHS Communications Strategy (Cultural Change) which were considered by the WHS SC at both of its June 2016 meetings.

## WEEKLY MEETINGS

Divisional Directors reported, discussed and risk assessed any urgent strategic work health and safety issues at the weekly Directors meetings to ensure ongoing review, risk assessment and action.

All WHS Incident/Injury Reports were sighted by the Chief Executive.

## 2015-16 ACHIEVEMENTS FOR THE WHS STEERING COMMITTEE

- **AUGUST 2015:** Reviewed WHS monitoring procedures, the establishment of networks for First Aid and distribution of information via Noticeboards, WHS quarterly incident reports, training in mental health issues and workplace safety.

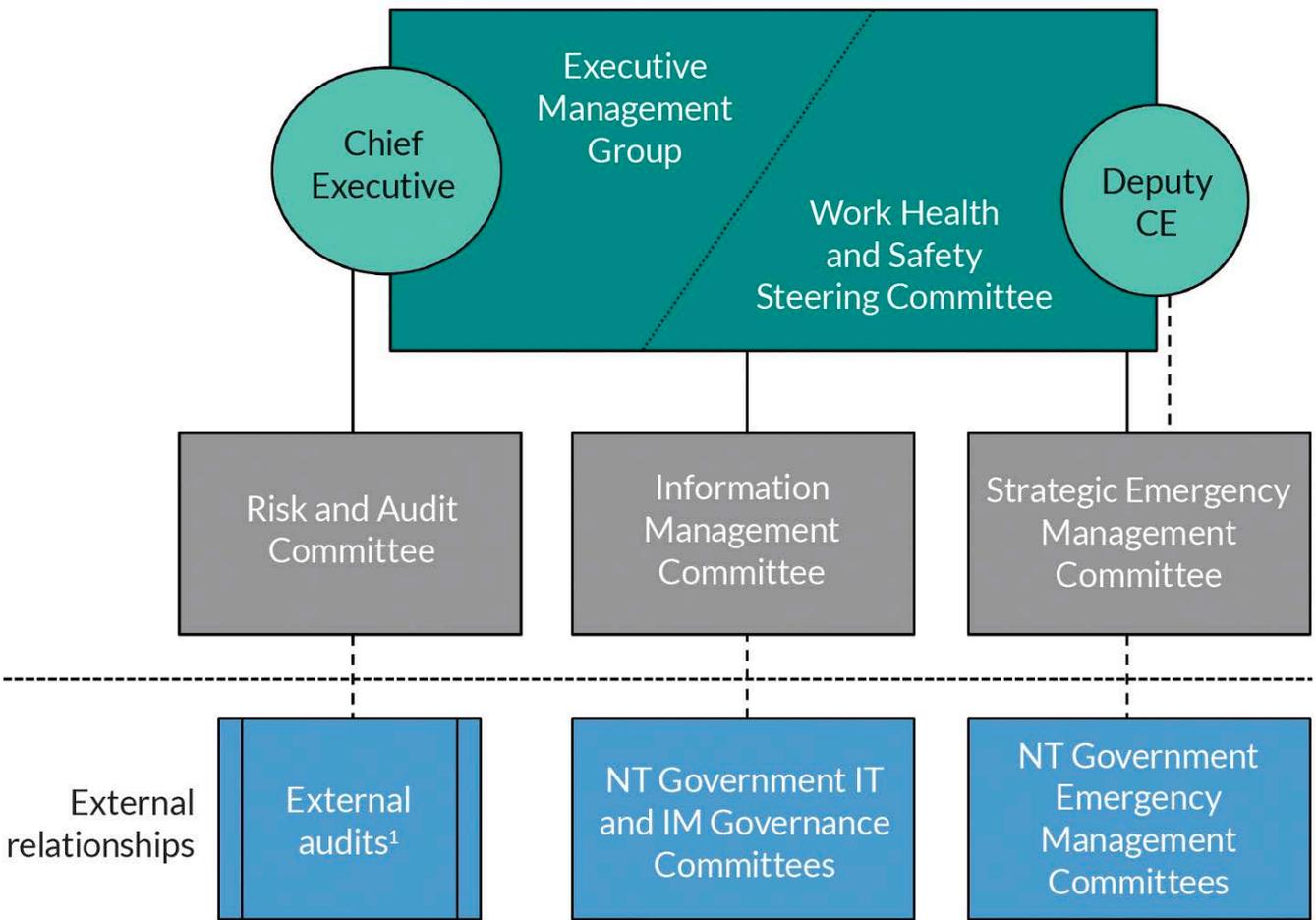
- **NOVEMBER 2015:** Considered Divisional quarterly WHS Action Plans and Reports, Risk Register reviews, a review of key actions in the WHS Action Plan 2015-16, Hazardous Substance Registers, vaccinations of at risk staff, WHS awareness and culture improvements, status of workplace WHS committees, noticeboard network, reviewed WHS incident reports, developed a schedule of WHS Bulletins.
- **MARCH 2016:** Discussed improvements in quarterly WHS reporting, reports on Hazardous Substances Registers, Risk Register reviews and inconsistencies, WHS Communications Strategy, reviewed WHS incident reports and discussed reporting by outposted programs.
- **8 JUNE 2016:** Reviewed high level WHS governance documents proposed for 2016-17, endorsed a new Policy, approved the draft 2016-17 WHS Management System, Strategic Plan and Action Plan for staff consultation, revised 2016-17 forms and templates, implementation of WHS Communications Strategy, considered a status report on WHS Action Plan 2015-16 and revised Remote and/or Isolated Field Work Policy and Procedures for staff consultation.
- **30 JUNE 2016:** Approved 2016-17 high level WHS governance documents and WHS Operational Risk Register/Safety Manual and WHS Quarterly Action Plan/Reporting templates, WHS Hazardous Substances Registers update, Risk Register reviews, endorsed revised Remote and/or Isolated Field Work Policy and Procedures and noted WHS incident reports.

**All WHS Incident/Injury Reports were sighted by the Chief Executive.**

## High Level Advisory Committees

Three high level committees operated in the department, namely the Risk and Audit Committee, the Information Management Committee and the Strategic Emergency Management Committee. A relationships diagram appears below.

Figure 2.4. EMG, High Level Committees and Key External Relationships



<sup>1</sup> External audits may be conducted by the Auditor-General.

Note: The Auditor-General is independent of the department and impartial, acting in the public interest.

## RISK AND AUDIT COMMITTEE

The management of risk creates value, is good business practice and is integral to corporate governance, leading to improved decision-making and business planning.

Risk and Audit is one of the functional areas included in the Shared Corporate Services between the department and Department of Mines and Energy. It sits within Human Resources, Risk and Audit.

As a subcommittee of the EMG, the role of the department's Risk and Audit Committee (RAC) is to provide independent assurance and assistance to the Chief Executive in the areas of financial management, statutory reporting, internal control systems, risk management systems, audit, insurance and legal proceedings. The EMG has oversight of the response to audit recommendations.

The RAC met four times with Agendas and Minutes from these meetings and its Terms of Reference, Risk Management Plan and Internal Audit Charter published on the department's intranet site and online service centre. The Director Human Resources, Risk and Audit submitted reports to the Chief Executive after each RAC meeting and reported to the EMG on issues of significance.

The department has a risk-based internal audit schedule, aligned to the department's Strategic Business Risk Register. To monitor the progress and implementation of audit recommendations, the RAC implemented an audit register.

## MEMBERSHIP AS AT 30 JUNE 2016

- Director Human Resources, Risk and Audit, **Rick Bishop** (Chair)
- Director Major Economic Projects, **Lorraine Corowa**
- Director Fisheries and Aquaculture, **Glenn Schipp**
- Senior Agricultural Policy and Analysis Advisor, **Warren Hunt**
- Manager, Emergency Management, **Jessica Arnold**
- Manager Risk and Audit, **Josie Silipo** (Secretary)

## 2015-16 MEETINGS AND LOCATIONS

Date	Location
22 July 2016	Darwin
28 October 2016	Darwin
28 January 2016	Darwin
24 April 2016	Darwin

## 2015-16 ACHIEVEMENTS OF THE RISK AND AUDIT COMMITTEE

- Development and implementation of departmental internal audit schedule.
- Establishment of a Gifts and Benefits Policy and reporting mechanism.
- Facilitated 10 May 2016 workshop to review the Strategic Business Risk Register.

## INFORMATION ACT

The Northern Territory *Information Act* 2002 came into operation on 1 July 2003. It combined freedom of information (FOI), privacy and records management legislation and provides the framework for how the department collects, uses and stores government and personal information. Under section 11 of the *Information Act*, the department is required to publish the following information at least once per calendar year, in a document, database or any other material form. It must be available in at least one of those forms for inspection and purchase by members of the public.

**Table 2.7. Information Act Reporting Requirements**

Requirement under subsection 11(1) of the <i>Information Act</i>	Availability
Structure and Functions	Section 1: Overview and Section 2: Corporate Governance in this report.
A description of the types of government information held and specific information about inspection of the information and charges levied (if any).	The department produces a wide range of information that is available free of charge from its website: <a href="http://www.dpif.nt.gov.au">www.dpif.nt.gov.au</a> .  A document describing the types of information held and charges levied can be obtained from: <a href="mailto:foi-privacy-dpif-dme@nt.gov.au">foi-privacy-dpif-dme@nt.gov.au</a>
A description of procedures for providing access to information under Part 3 of the Act (Access and correction rights) including who to make an initial enquiry to and how to lodge a request.	There is no application fee for personal information. For other types of information there is an application fee of \$30 (including GST) that must be made before an application is accepted. In addition to application fees (if any), search, processing and copying fees apply to all types of application.  A document describing access procedures for information can be obtained upon request from: <a href="mailto:foi-privacy-dpif-dme@nt.gov.au">foi-privacy-dpif-dme@nt.gov.au</a> .
A description of procedures for correcting information under the above Part including who to make an initial enquiry to and how to lodge an application.	Further information regarding procedures for correcting information can be obtained upon request from: <a href="mailto:foi-privacy-dpif-dme@nt.gov.au">foi-privacy-dpif-dme@nt.gov.au</a> .

Details about how to apply for access to information can be obtained from the above email address or further assistance can be provided by contacting the department's Information Officer:

### INFORMATION OFFICER

Department of Primary Industry and Fisheries  
GPO BOX 3000  
DARWIN NT 0801  
Telephone: 08 8999 2314  
Email: [foi-privacy-dpif-dme@nt.gov.au](mailto:foi-privacy-dpif-dme@nt.gov.au)

## INFORMATION MANAGEMENT COMMITTEE

Information Technology and Information Management is one of the Shared Corporate Services between the department and Department of Mines and Energy. At the start of this year, one Information Management Committee served both agencies. In December 2015, the EMG agreed that the requirements of the two departments were sufficiently different to create a need for separate Information Management Committees. New membership and Terms of Reference were endorsed as a result. The new Information Management Committee will operate from 1 July 2017.

As a subcommittee of the EMG, the role of the Information Management Committee is to:

- Develop and document an information management strategic direction for approval by the EMG, by formulating an Information Technology and Information Management governance framework and facilitating the strategic planning of Information Technology and Information Management (IT&IM) requirements.
- Develop and review departmental IT&IM policies and standards under this governance framework.
- Assess technology proposals and solutions to ensure they meet departmental IT&IM objectives and business requirements.
- Review and endorse business proposals associated with technology solutions.
- Monitor and consider issues and developments arising from the NT Government IT&IM governance groups that will or are likely to impact the department and provide advice to the EMG on any significant implications.
- Monitor the implementation of appropriate new technologies.
- Monitor IT&IM projects and practices to ensure consistency with the department's strategic direction and governance framework.
- Refer decisions to the EMG, agency management groups and appropriate bodies within the NT Government IT&IM governance framework as required.

The committee met quarterly and also conducted business out-of-session, through an online

approval system. Minutes from these meetings were forwarded to the EMG and other significant activities were reported in that forum by the Chief Information Officer.

### MEMBERSHIP AS AT 30 JUNE 2016

- Chief Information Officer,  
**Rowan Dollar** (Chair)
- Chief Plant Health Officer (acting),  
**Leonie Cooper**
- Director Strategic Services and Policy Coordination,  
**Christine Long**
- Chief Veterinary Officer,  
**Malcolm Anderson** (part year, to December 2015)
- Executive Director Strategy,  
**Russell Ball**\*
- Director Regional Geoscience,  
**Dorothy Close**\*
- Assistant Manager Mineral Titles,  
**Terry Zyka**\*

\*Department of Mines and Energy

### 2015-16 MEETINGS AND LOCATIONS

Date	Location
7 December 2015	Darwin
15 June 2016	Darwin

The IMC met on two occasions this year and the new Committee will meet for the first time in 2016-17.

### 2015-16 ACHIEVEMENTS (PROJECTS) OF THE INFORMATION MANAGEMENT COMMITTEE

- Browsing Ant Response technology requirements.
- Task Order System – National Banana Freckle Eradication Program Response.
- Fisheries Boat Usage workflow.
- Spatial database, Geoserver and Business Logic Solution.
- Updates to SharePoint site collections from 2010 to 2013.
- Active Directory Security Clean-up.
- Field Data Collection for Cattle Management on Research Farms.

During the year, the department received 12 formal access applications for government and personal information under the *Information Act*. The table below provides statistical data about these applications and trends over the previous two years.

**Table 2.8. *Information Act* - Formal access applications 2013-14 to 2015-16**

Type of request	2013-14	2014-15	2015-16
Applications received this year	22	4	12
Carried over from previous year	1	2	0
Finalised	7	4	7
Withdrawn	7	1	0
Transferred or not accepted	4	1	3
Carried forward into next year	4	0	2
Internal review, finalised	3	0	0

The department also received requests for information that could be dealt with under normal administrative processes. This is the preferred method for information to be obtained and these requests are not included in the above data.

## PRIVACY

The department's Privacy Policy is available upon request from [foi-privacy-dpif-dme@nt.gov.au](mailto:foi-privacy-dpif-dme@nt.gov.au). No privacy complaints were received in 2015-16.

## STRATEGIC EMERGENCY MANAGEMENT COMMITTEE

Emergency Management is a whole-of-department function reporting to the Deputy Chief Executive. The Strategic Emergency Management Committee (SEMC) was established as a sub-committee of EMG in July 2015 to deal with emergency management-related issues. Its role is to:

- Provide oversight of the development, implementation, review and maintenance of the department's Emergency Management Framework.
- Approve emergency management-related papers prior to being submitted to EMG.
- Review and provide advice about emergency management prevention, preparedness, response and recovery arrangements across the department.
- Consider any trends, initiatives or other issues relating to emergency management emerging at a local, Territory or national level that may be applicable, to or impact on the department.
- Develop initiatives to improve the department's organisational resilience.
- Ensure the department is meeting its obligations with regard to local, Territory and national emergency management legislation, policy and arrangements.
- Provide advice and leadership in relation to whole-of-government emergency management topics.

## MEMBERSHIP AS AT 30 JUNE 2016

- Deputy Chief Executive,  
**Ian Curnow** (Chair)
- Chief Veterinary Officer,  
**Kevin de Witte**
- Chief Plant Health Officer (acting),  
**Leonie Cooper**
- Director Fisheries and Aquaculture,  
**Glenn Schipp**
- Manager Emergency Management,  
**Jessica Arnold**
- Director Plant Industries Development,  
**Bob Williams**
- Director Livestock Industries Development,  
**Neil MacDonald**
- Director Communications and Marketing,  
**Zoe Malone**
- Director Animal Welfare,  
**Peter Phillips**

## 2015-16 MEETINGS AND LOCATIONS

Date	Location
30 July 2015	Darwin
8 December 2016	Darwin
2 June 2016	Darwin

## 2015-16 ACHIEVEMENTS OF THE STRATEGIC EMERGENCY MANAGEMENT COMMITTEE

- Established in July 2015.
- Monitored progress of departmental emergency management projects: review of draft Territory Biosecurity Emergency Plan to replace the outdated Biosecurity Emergency Management Response Plan; development of Territory Animal Welfare in Emergencies Plan; development of Divisional cyclone plans; reviewed preparedness training and capability; and reviewed emergency management information management systems.
- Monitored and reviewed departmental engagement in whole-of-government emergency response to December 2015 Daly River Floods, following successful activation and execution of the Territory Animal Welfare in Emergencies Plan.

## Organisation Structure

The department was restructured in October 2014; there were no further major structural changes in 2015-16. In March 2016, a minor revision saw the Emergency Management function moved to report directly to the Deputy Chief Executive.

The department's top level Organisation Chart was published on its web site, showing positions, occupants, functional responsibilities and reporting lines. It was updated in October 2015, January and March 2016 to reflect changes in titling and occupancy of key positions and the reporting line for the Emergency Management function.

Divisional Organisation Charts were updated at least monthly and published regularly on the department's intranet. All organisation charts were accessible to all staff via the intranet.

## Internal Communications

The principal method of staff communication and engagement was information flow within Divisions. Divisional Directors were charged with relaying information to staff from weekly Director's meetings and other forums. This may have been through regular formal meetings or ongoing communications via email and other methods.

The Chief Executive produced a newsletter on items of general interest, opening with his personal update on matters of interest. In 2015-16, newsletters were published in July, September and December 2015, February, March and May 2016. All staff were able to suggest and contribute articles.

Divisional Directors produced monthly reports on activities in their Divisions; these were placed on the intranet for all staff to view.

New items of general interest were also published on the intranet. In 2015-16, 117 new items of this type were published, on a range of topics.

**117 intranet news items were published in 2015-16.**

# OPERATIONS AND PERFORMANCE

## Divisional Business Plans

Divisions produced annual business plans which reflected the key deliverables required by the operating framework. Prior to business plan development, a template was agreed by Divisional Directors for consistency. Outputs in these plans were aligned to the key departmental strategy documents. Budgets were then allocated and milestones set. Top level business plans were signed off by the Chief Executive or Deputy Chief Executive prior to implementation and were published on the department's intranet.

Divisions also discussed elements of their proposed business plans with external stakeholders, as appropriate.

From 2016-17, business plan reports will be made quarterly to the EMG.

**Top level business plans were signed off by the Chief Executive or Deputy Chief Executive prior to implementation and were published on the department's intranet.**

## Operational Plans and Individual Work Plans

Depending on the size of the Division, operational and/or program plans were also produced. Individual officers developed their own work plans as a subset of overall business planning processes.

## Personal Development Reviews

Discussions with supervisors enabled the preparation of personal development plans using the department's Personal Development Review Form as the conversation starter. These discussions were about shared commitment, agreeing to objectives, and improving relationships. Discussions were recorded and specific development needs identified and agreed, along with an action plan for progressing these.

Completion of these discussions was monitored using the MyPDR online tool. A discussion was considered current if it occurred in the previous 365 days. In 2015-16, 40 per cent of staff had current Personal Development Review discussions. The department will aim to improve this measure in 2016-17.

## External Communications

The department's operations were reported to its clients through a range of mechanisms. Regular newsletters reported regional departmental activities and extension information to industry clients. In 2015-16, the department produced newsletters as follows:

Newsletter Name (frequency)	Published	Audience	Distribution method circulation numbers
Alice Springs Rural Review (quarterly)	September, December 2015, March, June 2016	Alice Springs region producers	eNewsletter, website, hard copy – 82 subscribers, 100 hard copies distributed.
Barkly Beef (quarterly)	September, December 2015, March, June 2016	Barkly region producers, some producers in other regions (including QLD)	website, hard copy – 95 hard copies distributed.
Katherine Rural Review (quarterly)	September, December 2015, March, June 2016	Katherine region producers	eNewsletter, website, hard copy – 168 subscribers, 84 hard copies distributed.
Top Paddock (quarterly)	September, December 2015, March, June 2016	Top End producers	eNewsletter, website, hard copy – 314 subscribers, 4 hard copies distributed.
Animal Health eNews (quarterly)	September, December 2015, March, June 2016	Pastoral producers	Newsletter inserted into above three publications.
Pastoral Market Update (monthly)	Every month	Pastoral industry, other government agencies	eNewsletter, website – 113 subscribers. Latest edition included in Top Paddock newsletter.
NT Veterinary Surgeon's Board	Annually	Veterinarians/ other Veterinary Boards	eNewsletter and hard copy to around 280 veterinarians in six States/Territories.

**Over 1050 subscribers to newsletters.**

The department also contributed stories to NT Government eNewsletters, The Pulse, Big Rivers, Developing the Centre, Developing the Top End and industry newsletters, such as the NT Farmer's Association newsletter and the Animal Health Surveillance Quarterly report (compiled quarterly by Animal Health Australia).

The Fisheries NT Facebook page (@FisheriesNT) communicated key messages to fishing stakeholders and other interested followers. This is featured in Section 5: Sustainability on page 133.

# MONITORING AND COMPLIANCE

## Internal Audits

Internal Audits are scheduled to determine the effectiveness of risk management in the department and are part of a strong risk and compliance structure. Internal Audit is an independent and objective assurance activity which adds value to the department's operations, towards meeting its objectives.

## External Audits and Review

External audits are conducted by outside organisations, including the Northern Territory Auditor-General.

The following internal and external audits and reviews were conducted in 2015-16 or had ongoing implementation actions arising from 2014-15 audits.

**Table 2.9. Summary of Internal and External Audits and Reviews**

Type: Description	Period	
External audit: <b>Agency Compliance Audit</b>	April 2016	<p>The objective of the audit was to ensure the internal control systems operating within the Agency meet Parliament's expectations on how the financial resources allocated to the Agency from the Public Account should be managed. Audit findings were that in general the accounting and control procedures examined provided reasonable assurance that the responsibilities of the Accountable Officer would be met if the systems continued to operate in the manner identified.</p> <p>Of the matters arising from the audit, some were addressed this year and others will be addressed in 2016-17. The department continues to reinforce Accounting and Property Manual requirements, through written notifications, reminders and in-house training.</p>
Internal audit: <b>Compliance with NT Government Air Travel Policy</b>	1 July to 31 December 2015	<p>A limited scope audit, part of a six-monthly review process directed by the Department of the Chief Minister.</p> <p>Exceptions were identified with measures implemented to improve understanding of travel processes and staff responsibilities.</p>
	1 July 2015 to 29 February 2016	<p>To assess and test the adequacy of the systems to achieve compliance with accountability and control requirements and form an opinion on whether the department's internal audit function is adequate.</p> <p>The recommendations are to be used in a broader program to ensure the internal audit framework reflects best practice.</p>

Type: Description	Period	Objectives and Outcome
External audit: <b>Biosecurity Incursion Response Capability</b>	Finalised in April 2015	<p>The primary purpose of the review was to ascertain the current level of risk to the department of being inadequately prepared to respond to an animal, aquatic or plant biosecurity incursion and identify and prioritise risk mitigation measures to reduce the risk to an acceptable level.</p> <p>The report included recommendations aimed at improving the department's capability and capacity. In 2015-16 an implementation plan was developed and presented to EMG. Implementation actions are ongoing and will continue in 2016-17.</p> <p>The department released a draft biosecurity strategy for comment – Working Together to Safeguard the Territory's Biosecurity.</p>
External audit: <b>Remote and Isolated Road Travel</b>	Finalised in December 2015	<p>To examine gaps in the department's work health and safety risk management processes which could prevent the department from meeting its legislative obligations, whether risk management processes enable effective management of remote and isolated road travel risks and provide recommendations for reducing the risk and encouraging a positive safe work culture in this area.</p> <p>As part of the audit, a gap analysis was undertaken to assess the department's policies and procedures. The audit recommended enhancements to the department's WHS Policy and Guidelines, training and cultural initiatives.</p> <p>Recommendations were presented to the Chief Executive and EMG. A committee of senior managers was established to review the Remote and Isolated Field Work Policy and Procedures, presented to the EMG/WHS SC in June 2016.</p>

## Estimates Hearings

The Minister presented to the Public Accounts Committee at the annual Estimates Hearings on 16 June 2016 which examined the department's four Output Groups. This appearance was supported by the Chief Executive, Deputy Chief Executive and Chief Financial Officer with briefings, data analysis and other information supplied by the department.

# ACCOUNTABILITY, REPORTING AND REVIEW

Ongoing accountability measures have been described in the preceding subsections.

## Reports to government and Minister

The department had established reporting arrangements in place as part of its corporate governance framework to enable monitoring and review of activity.

Legislative Assembly briefings provided updates on key issues of community interest.

The weekly Directors meeting reviewed, updated and produced a weekly report provided to the Minister on key projects and events.

Regular media, marketing and communications forecasts were developed and provided to the Minister and the Department of the Chief Minister.

Overseas travel reports were provided to the Minister within 14 days of the traveller returning.

The Departmental Liaison Officer located in the Minister's Office facilitated the two-way flow of information and services. In 2015-16, Stuart Smith (to end December 2015) and later, Dionne Walsh, worked in this capacity.

## Annual Report

The Annual Report formed one of the important mechanisms for reporting to the Minister and Parliament, for the Chief Executive as the Accountable Officer.

## Reports to EMG

As part of the EMG meeting schedule, all Divisional and Corporate Services Directors provided reports on activities. Divisional Director reports and WHS quarterly reports were also available on the intranet.

Milestones in Divisional Business Plans were reported to EMG.

## Performance Measures and Performance Reporting

Performance Measures and Reporting are covered in the next section, Section 3: Performance Reporting.

## WHS Performance Reporting

The department's performance against its WHS Action Plan 2015-16 is outlined in Section 4: Our People - Work Health and Safety.

## Other Reporting

The department publishes an Annual Research Achievements Report which includes information on primary industries research and development projects, collaboration with partner individuals and agencies, scientific publications and overseas travel. This is available free of charge from the department's internet page.

# Getting a Handle on Recreational Fishing



Figure 2.5. Resident and visiting anglers were surveyed at boat ramps (Photo: Peter Zeroni)

**Monitoring of recreational fishing is essential to ensure the sustainability of the fishery.**

An annual and ongoing recreational fishing survey program was established in 2012 and the first survey highlighted the significance of the catch by recreational anglers of some of the most vulnerable reef fish species in the Darwin region.

Information gathered through subsequent surveys has continued to support these findings. The 2014 survey season revealed ongoing harvest pressure on vulnerable fish stocks such as golden snapper and black jewfish. New possession limits and reef fish protection areas were introduced in 2015 to help these stocks recover.

Over the past few years, interviewers have spent over 800 days stationed at boat ramps in and around Darwin, collecting information from the occupants of almost 6,000 recreational fishing vessels.

Resident and visiting anglers at boat ramps between Dundee Beach and the Adelaide River mouth were asked about their recreational fishing catch and effort, including biological information about socially important species. This area was chosen for monitoring as it represents the region with the greatest recreational fishing pressure and could provide a reasonable estimate of the impact on vulnerable reef fish species.

**New possession limits and reef fish protection areas were introduced in 2015 to help reef fish stocks recover.**

# PERFORMANCE REPORTING

## 3

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Fisheries staff undertake fish survey at Durack Lakes (Photo: Evan Needham)

# FAST FACTS

**100** per cent of **NT produce** exported domestically met interstate **quarantine** requirements



**13** Indigenous pastoral properties reached **26,000km<sup>2</sup>** under production with a total of **69,300** head of cattle



Asian **Honey Bee** detected and **stopped**

**1736** entomological **specimens** analysed



**15** international investor **delegations** coordinated

**2,100** heifers exported to East Kalimantan, **Indonesia**



**4,515** buffalo exported to **Vietnam**

**5** emergency plant **pest** incursions detected



**15** new seedless table **grape** varieties established

**100** pure Riverine **buffalo** bred, and **22** sold

new ornamental **Curcuma** varieties **commercialised**



**7** **fisheries** gained export **accreditation**

# INTRODUCTION

The major agricultural industries in the Northern Territory are cattle, other livestock such as crocodiles, buffalo, horses, camels and goats; horticulture including fruit, vegetables, turf, nursery and cut flowers; and plantation forestry such as sandalwood, teak and African mahogany.

The fishing industry includes the harvesting of wild catch fish in NT waters, prawns in the NT Zone of the Northern Prawn Fishery, and aquaculture. It also includes a substantial recreational fishing component, generating tourism and providing lifestyle amenity for Territorians.

The total value of the Northern Territory's combined primary industry commodities was estimated at \$573 million for 2014-15, an increase of 15 per cent since 2013-14<sup>1,2</sup>. This is expected to rise a further 5.9 per cent to an estimated \$606 million over the 2015-16 reporting period due to increases in the livestock, fisheries, forestry and horticulture industries. In 2015-16, agriculture, fisheries and forestry industries provided a total of 1,216 jobs for Territorians, with the majority in rural and remote areas<sup>3</sup>.

## Industry Development Plan 2013-2017

This plan was developed in close consultation with industry and stakeholders and guides the department towards achieving its vision of a flourishing economy underpinned by profitable and sustainable resource-based industries. It provides the framework to align all departmental activities with the needs of primary industries, and ensures that the department works towards supporting industry growth. It has a clear focus on addressing industry priorities as well as removing impediments to industry expansion, so that the department plays a relevant role in economic development.

The value of the NT agricultural and fishing industries is expected to increase to over \$700 million by 2017; however in the longer-term there could be significantly greater opportunity if industry and government work together collectively. The Industry Development Plan outlines the strategies to reach that goal, and contains key measures to support this projected growth.

**The major agricultural industries in the Northern Territory are cattle, other livestock such as crocodiles, buffalo, horses, camels and goats; horticulture including fruit, vegetables, turf, nursery and cut flowers; and plantation forestry such as sandalwood, teak and African mahogany.**

<sup>1</sup> Departmental estimate, 2015-16 economic data figures are not available until early 2017.

<sup>2</sup> Figures cited in this report represent farm gate values reflecting gross value of production. Prices received by growers and therefore total industry values, can vary significantly from farm gate values.

<sup>3</sup> Source: ABS Catalogue No. 5220.0.

# Pioneering the Export Path for Territory mangoes



Figure 3.1. Territory mangoes go global (Photo: Peter Zeroni)

In the NT there are about 125 growers with 6,000 hectares of mango trees producing around four million trays (32,000 tonnes) annually, which represents 50% of all Australian production. The value of NT production for 2014-15 was estimated at \$36.1 million.

The department is involved in a range of pioneering initiatives aimed at making it easier for Territory mango producers to sell their tropical fruit overseas and helping local mango businesses navigate the export route to the United States of America (US). Market Development Officer Michael Daysh formed a working group with the mango industry peak body and facilitated weekly meetings of growers and exporters to share information. One result of the meetings was improved mango packaging for the United States market.

This working group also obtained certification from the Australian Competition and Consumer Commission to enable exporters to discuss their marketing and commercial intentions - an outstanding

collaborative effort that featured as a case study in the Department of Agriculture and Water Resources White Paper on Agriculture Competitiveness.

Working with growers, exporters and importers under a Horticulture Innovation Australia project, Michael Daysh monitored the US bound shipments from export treatment to import clearance and on to retail. The results of the monitoring were quickly reported to exporters, enabling them to make adjustments to their cool chain and logistics so they could better meet the requirements of US customers. This work was then used to prepare a guide to the large and lucrative US market for the increasing number of NT growers interested in exporting there.

**NT mango growers can now sell fruit overseas more easily.**

# Researcher finds Cattle Crossbreeding Success



Figure 3.2. A Senepol cross steer at Douglas Daly Research Farm (Photo: Tim Schatz)

Tim Schatz, a department researcher has been hailed for his work on crossbreeding cattle in the NT and improving acceptance of crossbreeds in the live export markets, providing significant economic benefits to Territory producers.

“Over the years there’s been a concern in southern Australian domestic markets regarding poor meat tenderness in pure Brahman cattle,” said Tim, Beef Production System Research Officer with the department and a recipient of the 2015 Chief Minister’s Public Sector Medal for his work on crossbreeding. Tim also received the department’s Minor STAR Award in 2015-16.

The solution was to crossbreed Brahman cows and a tropically adapted *Bos taurus* breed known to have good meat quality—such as the Senepol, with the aim of producing animals that are suited to both the Australian domestic and live export markets.

In late 2008, Tim developed the Senepol Crossbreeding Trial beginning at the department’s Victoria River Research Station and Manbulloo Station near Katherine.

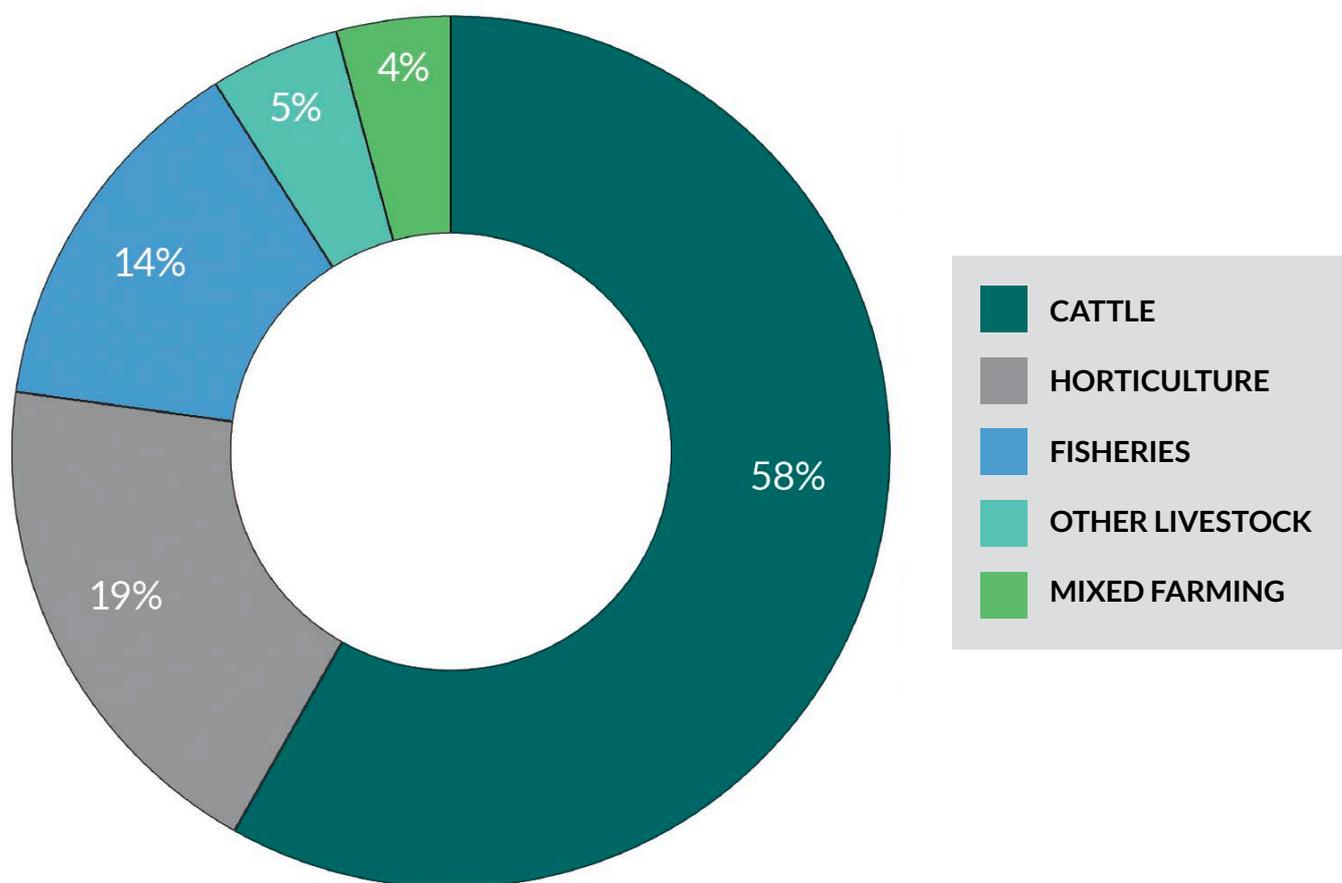
The first generation of the crossbred Senepol Brahman was tested on pasture in the NT and in both Australian and Indonesian feedlots. The meat quality was also assessed at the University of New England meat science laboratory. In terms of growth rate, carcass grading and meat quality, Senepol-cross steers outperformed pure Brahman in both markets.

On average, the 18-month-old Senepol-cross steers were 33 kg heavier at the time of sale than Brahman. They also put on an extra 21 kilograms compared to Brahman steers in an Indonesian feedlot. These results show higher returns for NT cattle producers of more than \$100 per steer at current prices, and should help reduce the bias against crossbreeds in the live export market.

**The solution was to crossbreed Brahman cows and a tropically adapted *Bos taurus* breed known to have good meat quality.**

## Industry Descriptions

Figure 3.3. Industry percentage of total NT production value for agricultural industries, 2014-15



Source: Department economic data collections.

### LIVESTOCK

The live cattle export trade to Indonesia continued to be robust. The beef cattle industry increased in value by 14.8 per cent to \$334 million, representing a 10 per cent increase in the value of live cattle exports from the previous period. The cattle industry is projected to contribute \$345 million in 2015-16.

Other livestock output increased by 51.8 per cent to \$27 million due to increased crocodile production of \$23 million, including sales of premium crocodile skins and live crocodile sales.

In 2015-16, the department facilitated and hosted industry investor delegations to encourage investment in the livestock industry, prepared investment roadmaps and investor information packages, and streamlined regulatory processes to encourage and support investors. The department

undertook research and development activities on methods to increase fertility rates, liveweight gains and carcass quality, sustainable pasture improvements, vaccine trials and nutrient deficiency awareness for producers. Training and education was provided to the industry on disease control and management, tick control, buffalo production, diversification of pastoral enterprises, profitability scenario modelling, and whole-of-business decision-making.

The sustainability of the livestock industry and markets were supported through the provision of technical assistance to international importers of NT livestock, information and support to producers on quality assurance and certification, and diagnostic services.

The live cattle export trade to Indonesia continued to be robust. The beef cattle industry increased in value by 14.8 per cent to \$334 million, representing a 10 per cent increase in the value of live cattle exports from the previous period. The cattle industry is projected to contribute \$345 million in 2015-16.

## HORTICULTURE AND FORESTRY

The horticulture industry is estimated to have increased by 1 per cent in value to \$108.7 million for the 2014-15 period<sup>4</sup>.

Forestry and mixed farming (field crops) increased in value by 81.1 per cent to \$24.0 million, with increases forecast for 2015-16 to \$39.4 million due to increased hay and fodder demand as the Indonesian live cattle export trade remains robust, and further woodchip shipments from plantations on the Tiwi Islands<sup>5</sup>.

This year, the department organised and coordinated international investor visits and provided planning and technical assistance to potential investors, and undertook market research on consumer preferences for Thailand, Indonesia, Vietnam and Cambodia to assist NT exporters. The department supported improvement in industry production through research and development on mango, banana, table grapes, passionfruit, jackfruit, broadacre crops such as quinoa, chick pea, aromatic rice, peanuts, and hay. Five new plant pest threats to NT industries were detected and responses led by the department, including Asian Honey Bee, now in the final, proof-of-freedom phase of the program.

## FISHERIES

The value of the fisheries industry rose by 15.3 per cent to \$79.2 million, with increases in the value of aquaculture, wild catch fish, NT crustaceans, Northern Prawn Fishery crustaceans and mollusc and echinoderm production.

In 2015-16, the department prepared a draft NT Aquaculture Investment Strategy, established a Shellfish Quality Assurance program, supported seven fisheries to gain export accreditation, developed new management arrangements for the trepang (sea cucumber) fishery, and ensured the sustainability of the Territory's fisheries through monitoring, surveys, and the development of innovative sustainable harvest strategies. The department supported the development of Indigenous enterprises in giant clam, oyster and trepang (sea cucumber) production. It maintained surveillance for marine and biosecurity threats to the NT industry, and continued to provide diagnostic and health services to the industry.

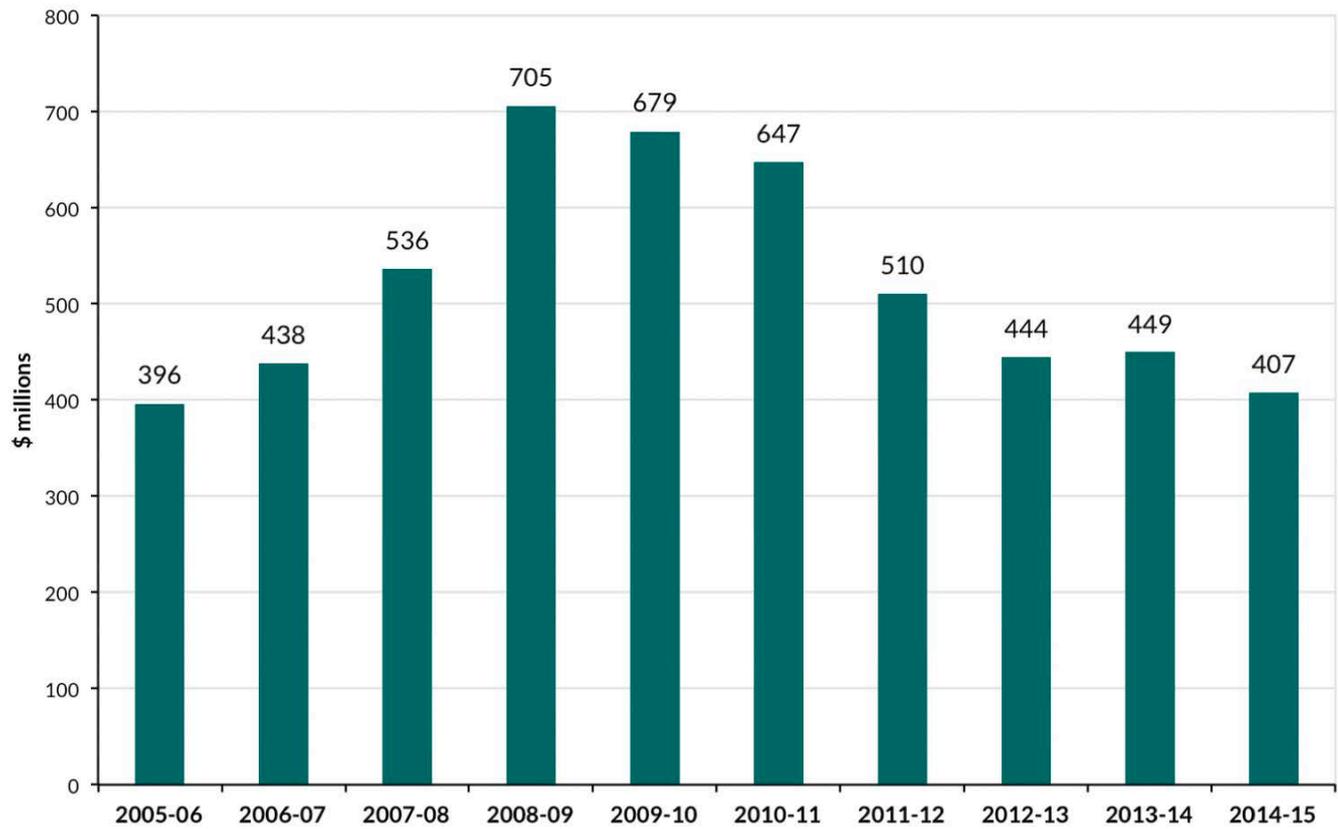
<sup>4</sup> Departmental estimate. No horticulture data was collected for 2014-15 therefore estimates were generated based on the 2013-14 data collection.

<sup>5</sup> New estimates of the value of the forestry industry are not available to the department.

## Industry Trends

The agriculture, forestry and fishing industries are capital intensive and their growth patterns over the last two decades have seen them expand along with the NT economy. Industry data shows that after a period of decrease in the early 2000s, the agriculture, forestry and fishing industry contributions to the Territory economy expanded, initially in early 2005-06 with the cattle industry and more recently horticulture<sup>6</sup>.

**Figure 3.4. Value-added contribution to GSP over 10 years to 2014-15 for agriculture, forestry and fishing industries**



Source: ABS Catalogue No. 5220.0

<sup>6</sup> ABS Catalogue No. 5220.0

# BUDGET PAPER NO. 3 - KEY DELIVERABLES

The department was restructured in 2014-15, therefore it is not possible to benchmark Key Deliverables for 2015-16 against Output Groups for years prior to 2014-15. Data for 2014-15 to 2016-17 (estimates) only is therefore provided in the table below.

**Table 3.1. Performance against Key Deliverables in Budget Paper No. 3 and variation explanations**

KEY DELIVERABLES	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	NOTES ON VARIATIONS
<b>Food Industry Development</b>					
<b>MARKET AND ENTERPRISE DEVELOPMENT</b>					
Enterprise and market development projects for the Territory agriculture sectors	14	11	9	13	The decrease in 2015-16 relates to the aggregation of a number of similar projects.
Indigenous economic development and producer support programs	4	2	4	4	Two new programs were introduced in 2015-16.
<b>PLANT INDUSTRIES DEVELOPMENT</b>					
Programs and activities that improve productivity, profitability and sustainability and enhance diversification in targeted precincts	28	31	31	18	The decrease in the 2016-17 estimate relates to the completion of a number of projects in 2015-16.
Value of plant industries	N/A	\$181.3M	\$207M	\$195M	The 2015-16 figure represents a gross value of production (GVP) estimate for the preceding year.

KEY DELIVERABLES	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	NOTES ON VARIATIONS
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## Food Industry Development

### LIVESTOCK INDUSTRIES DEVELOPMENT

Research, development and extension projects to increase the sustainability of the Territory cattle herd and enhance export status	17	17	18	17	An additional project regarding cull cows in northern Australia was commenced in 2015-16.
Research programs to improve buffalo production	3	3	2	2	The 2015-16 figure is reduced due a project on buffalo genetic improvement being finalised this year.
Value of livestock industries	N/A	\$344.8M	\$349.1M	\$363.2M	The 2015-16 figure represents a gross value of production (GVP) estimate for the preceding year.

### MAJOR ECONOMIC PROJECTS

Number of Major Projects	1	1	1	1	Ongoing Ord Stage 3 project.
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## Resource and Product Integrity

### BIOSECURITY AND ANIMAL WELFARE

Biosecurity projects and programs that support preparedness, monitoring and responses to pest and disease incursions	18	18	18	18	
Animal Welfare projects and programs that support community awareness, engagement and compliance	8	8	8	8	
Chemical services projects and programs to monitor the use of agricultural and veterinary chemicals	8	8	8	8	

KEY DELIVERABLES	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	NOTES ON VARIATIONS
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## Resource and Product Integrity

### FISHERIES

Fishing and aquaculture programs to protect aquatic habitats	17	17	17	17	
Projects that facilitate Indigenous economic development opportunities	8	8	8	8	
Proportion of fisheries with contemporary risk assessments in place to guide management	62%	62%	62%	75%	
Proportion of fish stocks that are assessed as being sustainably fished	82%	82%	82%	82%	
Value of commercial fisheries	\$56M	\$63M	\$65M	\$63M	The 2015-16 figure represents a gross value of production (GVP) estimate for the preceding year.

### Water Testing Services

Expenditure on water testing services	N/A	\$2.6M	\$2.58M	\$2.7M	The 2015-16 variation against estimate is due to difficulties in projecting demand for services and changes in water testing package prices.
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### Corporate and Governance

Client satisfaction with services	97%	95%	90%	95%	Clients in the department and Department of Mines and Energy were asked to rate satisfaction on the basis of quality and timeliness of information and services. Survey respondents expressed dissatisfaction in two main areas which will be addressed.
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# OUTPUTS FRAMEWORK - ALIGNMENT

The Industry Development Plan 2013-2017 (IDP) sets the scope and direction of the work that the department undertakes to ensure that it is relevant to the needs of industry and the community. The Industry Development Plan is oriented by the departmental corporate plan and the overall strategic goals of the government. The IDP's four Objectives are aligned upwards to the four Output Groups in Budget Paper No. 3 and downwards with its Strategies. These relationships are illustrated below, along with activity by Divisions within those Strategies in 2015-16. The Corporate and Shared Services Divisions provide support to all Divisions of the department and are therefore attributed against all Strategies.

**Table 3.2. Alignment of the activity of Budget Paper No. 3 Output Groups and Outcomes with IDP Objectives for 2015-16.**

BUDGET PAPER NO. 3		IDP OBJECTIVES			
Output Groups	Outputs	1. Profitable and productive Primary Industries	2. Optimal sustainable use of the Territory's natural resources	3. Biosecurity	4. Indigenous participation
Food Industry Development	Market and Enterprise Development	•	•		
	Plant Industries Development	•	•	•	•
	Livestock Industries Development	•	•	•	•
	Major Economic Projects	•	•		
Resource and Product Integrity	Biosecurity and Animal Welfare	•	•	•	•
	Fisheries	•	•	•	•
Water testing services	Water Testing Services	•	•		
Corporate and Governance	Corporate and Governance	•	•	•	•
	Shared services provided	•	•	•	•

**Table 3.3. Alignment of IDP Objectives and Strategies**

Objective		Strategy	
1	Profitable and productive Primary Industries	1.1	Provide certainty and security to encourage investment.
		1.2	Facilitate continuous improvement in production quantity and quality.
		1.3	Expand market options for Territory products.
2	Optimal sustainable use of the Territory's natural resources	2.1	Develop and promote more efficient and environmentally sound production systems.
		2.2	Manage the Territory's aquatic resources to benefit all Territorians.
3	Biosecurity	3.1	Develop and implement an NT Biosecurity Strategy.
		3.2	Increase community involvement in biosecurity.
		3.3	Protect the reputation of the Territory as a producer of quality primary produce.
		3.4	Respond to biosecurity incursions.
4	Indigenous participation	4.1	Support Aboriginal employment.
		4.2	Encourage business development.

# INDUSTRY DEVELOPMENT PLAN - OBJECTIVES

The department's performance against these Strategies is reported in the list below. Articles in brackets at the end of each activity relate it to the specific Key Actions in the IDP. These activities include local, regional, Territory-wide and international efforts.

## Objective 1 - Profitable and productive primary industries

### STRATEGY 1.1. PROVIDE CERTAINTY AND SECURITY TO ENCOURAGE INVESTMENT

•	Finalised the Fisheries Harvest Strategy Policy. (1.1.1)
•	Circulated the Fisheries Development Policy for industry comment. (1.1.1)
•	Reviewed management arrangements for priority fisheries including mud crab and offshore net and line fisheries. (1.1.1)
•	Commenced establishment of a cattle dip testing service, through purchase of equipment and training of staff, for commencement in 2016-17. (1.1.1)
•	Finalised amendments to the Fisheries Amendment Bill with passage through Parliament in May 2016. (1.1.1/1.1.2)
•	Developed and approved new management arrangements for the Trepang (sea cucumber) fishery. (1.1.1/1.1.2)
•	Reduced regulatory burden and enhancement of on-farm biosecurity protocol after 2014-15 outbreak of Cucumber Green Mottle Mosaic Virus resulting in re-establishment of melon and cucurbit production. (1.1.1/1.1.2)
•	Achieved enhancement to the compliance framework for management of wild dogs on pastoral lands, including five-year permits and streamlined reporting within a risk-based management framework. (1.1.2)
•	Finalised an Animal Welfare Protection Bill to align with Territory and national regulatory frameworks and policies, for government consideration in 2016-17. (1.1.2/2.1.2)
•	Implemented animal welfare Standard Operating Procedures in relation to prosecutions and provided recommendations on policy and industry standards for acceptance under the <i>Animal Welfare Act</i> . (1.1.2/2.1.2)
•	Held all scheduled meetings and consultations with Aboriginal communities and the Fisheries Management Advisory Committees. (1.1.2/4.2.2)
•	Appointed to the task force for establishment of a large-scale aquaculture development, a recommendation from the Australian Government Agricultural Competitiveness White Paper. (1.1.3)
•	Collaborated with the NT Land Corporation to identify new land releases including progressing an Expression of Interest for leasing of Mataranka Station, and the release of land at Wildman River for agricultural development. (1.1.4)
•	Commenced the evaluation of data and research and development activity for a new small pelagic fish species fishery. (1.1.4)

•	Continued to provide technical advice related to the assessment of native vegetation clearing applications to agencies involved in approvals processes. (1.1.4)
•	Contributed to the development of the final Australian Government Agricultural Competitiveness White Paper. (1.1.4/1.1.3)
•	Continued facilitation of the Ord Stage 3 agricultural precinct development project including stakeholder engagement and intergovernmental liaison. (1.1.5)
•	Progressed discussions with the WA Government regarding an intergovernmental agreement on water regulations for the Ord Stage 3 development. (1.1.5)
•	Finalised the Request for Proposal process for the Ord Stage 3 development in collaboration with the Department of the Chief Minister. (1.1.5)
•	Supported NT pastoralists to source investors and diversify pastoral lease activities. (1.1.7)
•	Worked with the NT Cattlemen's Association to develop investment information for the pastoral sector. (1.1.7)
•	Provided informative responses to enquiries from 15 parties interested in establishing donkey farming and/or processing in the Northern Territory. (1.1.8)
•	Completed and published Annual Outlook economic data online, including annual production statistics for NT primary industries and fisheries sectors. (1.1.8)
•	Held a NutritionEDGE workshop under the FutureBeef collaboration. (1.1.9)
•	Implemented a follow-up coaching program to the NutritionEDGE workshop to assist producers to undertake cost-benefit analysis of priority scenarios. (1.1.9)
•	Delivered training in the use of Breedcow and Dynama software (a herd budgeting package) and updated the regional gross margin templates, made available for use from December 2015. (1.1.9)
•	Delivered regional workshops for approximately 30 women in the NT agribusiness sector in Darwin, Katherine and the Top End. (1.1.9)
•	Continued to facilitate the delivery of Rural Financial Counselling Services in the NT, with agreement to extend the program to 30 June 2019. (1.1.9)
•	Processed seven applications for the NT Government Cucumber Green Mottle Mosaic Virus Subsidised Interest Rate Scheme. (1.1.9)
•	Worked with Australian Government on a new national drought program, and the new 10-year program identified in the Australian Government's Agricultural Competitiveness White Paper. (1.1.9)
•	Facilitated a collaborative agreement with the Japanese Ministry of Agriculture, Fisheries and Forestry to target investment in NT supplying into South East Asia. (1.1.10)
•	Hosted two Indonesian delegations under the Indonesia-Australia Partnership on Food Security in the Red Meat and Cattle sector program, funded through the Australia Awards short course program. (1.1.10)
•	Provided facilitation services to the Vietnamese based CT Group in support of its plans to develop a major dragonfruit project in the NT. (1.1.10)
•	Continued work with interstate and international investors to match investment opportunity with investor interest in the Territory agribusiness sector. (1.1.10)
•	Facilitated investor delegations from China, Singapore, Japan, Korea and Indonesia interested in primary industry and fisheries investment. (1.1.10)
•	Prepared a draft NT Aquaculture Investment Strategy, to be finalised in 2016-17. (1.1.10)
•	Developed an investment roadmap information package to support decision-making processes for prospective investors in donkey farming. (1.1.10)

## STRATEGY 1.2. FACILITATE CONTINUOUS IMPROVEMENT IN PRODUCTION QUANTITY AND QUALITY

<ul style="list-style-type: none"> <li>Investigated additional market options for NT cattle through crossbreeding Brahmans with Senepol bulls to improve carcase quality while maintaining resilience to NT conditions; with analysis and report completed for Phase 2: female growth and performance. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Completed data collection for the 2016 review of the long-running project on performance comparisons between Composite and Brahman cattle herds to determine the potential profitability of NT beef enterprises with the use of Multibreed Composite cattle. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Established eleven elite passionfruit varieties with improved productivity, vine life, flavour and visual appeal on four commercial properties, for field and market evaluation. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Commenced rambutan trials and planted elite jackfruit selections for targeted production and fruit quality at Coastal Plains Research Farm. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Continued with the ongoing Brahman fertility project in Katherine, Kidman Springs and Douglas Daly with musters in May and September. Surplus bulls and heifers were sold to provide superior genetics to improve Brahman fertility in the NT industry. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Held producer demonstration site field day in Alice Springs in September to demonstrate techniques to set up and run a bull multiplier herd. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Attracted a major role in the national banana Panama Disease research and development program. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Commenced feasibility study into the commercial prospects of industrial hemp in the NT, with permits approved for field trials at Katherine Research Station. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Leased out Darwin Aquaculture Centre facilities under flexible arrangements to clients and short-term R&amp;D clients, with industry establishing its own R&amp;D programs on-site. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Continued the research project on breeding and management practices to improve buffalo production, reaching the target of 100 head of purebred Riverine buffalo with 22 surplus sold. (1.2.1)</li> </ul>
<ul style="list-style-type: none"> <li>Commenced screening of a number of high-value broadacre crops such as peanuts, quinoa, industrial hemp, chick pea and aromatic rice at Katherine Research Station and Douglas Daly Research Farm to evaluate intensive cropping systems for diversification of pastoral agribusinesses. (1.2.1/2.1.3)</li> </ul>
<ul style="list-style-type: none"> <li>Completed case studies and progress report for the 'Economics of Reproduction' collaborative livestock project with Meat and Livestock Australia and Queensland Department of Agriculture and Fisheries. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Continued to provide extension services to industry to ensure that new entrants are able to access the information they need to adapt to the NT environment. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Contributed concepts, themes and project activities into the consultation process for the development of a new Collaborative Research Centre for Developing Northern Australia. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Completed data collection for a study on the effect of weaning size, feed requirements and post-weaning growth rate in heifers. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Completed trials on the effectiveness of a new drug to prevent pregnancy in cattle, as an alternative to spaying. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Collected baseline data for a trial on cost-effectiveness of vaccinating against Clostridial diseases. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Collected baseline data for project on cost-effective methods for adding weight to cull cows, for supply to the Darwin abattoir. (1.2.2)</li> </ul>
<ul style="list-style-type: none"> <li>Digitised relevant historical research reports to enable online use. (1.2.3)</li> </ul>

•	Published the Annual Research Achievements and Annual Fisheries Status Reports. (1.2.3)
•	Drafted a comprehensive manual for buffalo producers. (1.2.3)
•	Provided information on management practices to adjust mango harvest timing; and preliminary data on rootstock and scion compatibility to the mango industry. (1.2.3)
•	Secured funding for a research project investigating the role of nitrogen in maximising production and quality of mango. (1.2.3)
•	Contributed to the Status of Australian Fish Stocks report. (1.2.3)
•	Reviewed and published livestock disease control and livestock endemic disease management extension information on the new nt.gov.au website. (1.2.3)
•	Continued to provide potential stakeholders with information about livestock production opportunities in the NT. (1.2.3)
•	Completed the rangelands climate adaptation project on economic, productivity, land condition and emissions performance for potential carbon farming. Provided written recommendations and case studies to the pastoral industry, and herd and business modelling for three NT commercial livestock producers, with on-property demonstration sites. (1.2.4/1.3.3)
•	Secured funding for a pilot whole-of-business decision-making livestock producer demonstration project, with six livestock businesses committed to participate. (1.2.5)
•	Completed livestock profitability scenario modelling of various options e.g. improved pastures and liveweight gain for Katherine; Alice Springs and other regions will be completed in 2016-17, as proposed by the Livestock Industry Advisory Committee. (1.2.5)
•	Completed the first year of the major project to develop a clearer understanding of the long-term effects of phosphorus deficiency in cattle and the benefit to cost ratio of supplementation. (1.2.5)
•	Completed on-farm producer demonstration sites directly involving livestock producers to address issues, test research at the local level and increase uptake of technology at six sites over three years, with final reports ready for submission to the funding body, Meat and Livestock Australia. (1.2.5)

### STRATEGY 1.3. EXPAND MARKET OPTIONS FOR TERRITORY PRODUCTS

•	Completed consumer food preferences and market trend analysis reports for Cambodia, Thailand, Indonesia and Vietnam to assist NT exporters in targeting market segments. (1.3.1)
•	Developed a commodity Fact Sheet for the NT mango industry to support trade and attract investment. (1.3.1)
•	Coordinated six inbound delegations including from Japan and China, and eight outbound delegations to China, Indonesia and Vietnam to strengthen existing relations, explore opportunities for other agricultural commodities and to promote the NT as a supplier of choice for live cattle and buffalo. (1.3.1)
•	Facilitated a Chinese e-commerce delegation to the NT with introductions made to a variety of NT horticulture, aquaculture and seafood producers. (1.3.1)
•	Provided technical support to Vietnam importers of buffalo, resulting in 4,515 head of buffalo being exported through the Port of Darwin in May 2016. (1.3.1)
•	Market tested approximately 400 tissue-cultured ornamental Curcuma plants with a local nursery, leading to commercialisation of seven new clones. (1.3.1)
•	Commenced a major project assisting importation of breeding cows to East Kalimantan province in Indonesia in October 2015, and assisted in the export of 2,100 heifers to their cattle breeding program. (1.3.1)

•	Coordinated and led joint Queensland, NT bipartisan Ministerial trade mission to Indonesia aimed at supporting northern Australia agribusiness. (1.3.1)
•	Participated on the Committee of Northern Australia Agriculture Ministers' Senior Leaders Working Group to progress the Northern Australia Beef Industry Roundtable workplan priorities. (1.3.1)
•	Established fifteen new seedless table grape varieties for evaluation of commercialisation potential in the NT. (1.3.1)
•	Commenced the evaluation of potential commercial horticultural commodities for Central Australia, with a number of vegetables crops (garlic, asparagus and onions) and lucerne. (1.3.1)
•	Coordinated a Central Australian Quality Graze: Producer Steer Challenge in which a quarter of central Australian producers participated, to assess and compare steer performance and access to premium markets; this included the provision of quarterly update reports and a website for participants to follow progress. (1.3.1)
•	Provided technical support to nine shipments of mangoes to the USA between 2014 and 2016, resulting in exports increasing from 5 tonnes to 60 tonnes. (1.3.1/1.3.2)
•	Continued work with the peak mango industry body on market and export development activities focused on the US export program. (1.3.1/1.3.2)
•	Commenced preliminary study of buffalo stunning methods consistent with Halal requirements, to achieve Export Supplier Chain Assurance System certification. (1.3.2)
•	Gifted four purebred Riverine Buffalo bulls to the Indonesian Ministry of Agriculture for the artificial insemination centres in Lembang and Singosari. (1.3.2)
•	Collected data for the establishment of the Shellfish Quality Assurance program, and appointed a working group to progress the program for 2016-17. (1.3.2)
•	Completed fieldwork on the cell grazing system study into its advantages over continuous grazing for soil carbon sequestration, animal and pasture production at the Douglas Daly Research Farm. (1.3.3)
•	Developed information package on regulatory requirements developed for prospective and existing abattoirs and conducted inspections. (1.3.4/1.1.1)
•	Undertook forty audits of facilities and processes to ensure meat hygiene rules and standards were maintained. (1.3.4/1.1.2)

## Objective 2 - Optimal sustainable use of the Territory's natural resources

### STRATEGY 2.1. DEVELOP AND PROMOTE MORE EFFICIENT AND ENVIRONMENTALLY SOUND PRODUCTION SYSTEMS.

•	Introduced electronic monitoring to key fisheries, commencing with the barramundi fishery in February 2016. (2.1.1)
•	Drafted the Code of Practice for forestry operations in the NT, and provided to industry for implementation. (2.1.1)
•	Carried out independent resource surveys for the barramundi fishery in the Mary and Daly Rivers. (2.1.1)
•	Drafted sustainable harvest strategies for the offshore fishery, to be finalised in 2016-17. (2.1.1)
•	Completed monthly surveys for baseline abundance data for coastal reef fish. (2.1.1)
•	Completed scientific monitoring of the catch and impacts of trial trawl gear in the Timor Reef Fishery. (2.1.1)

•	In partnership with Western Australia, commenced the development of environmental accreditation for the pearl industry. (2.1.1)
•	Commenced final year trials on nitrous oxide emissions from banana farming practices in Kununurra. (2.1.1)
•	Commenced preliminary assessment of digital imaging as a tool for determining plant health. (2.1.1)
•	Completed trials in Katherine and Darwin in hay and mango production systems. (2.1.1)
•	Delivered animal welfare police education sessions in Alice Springs, Yulara and Katherine to align best practice within government. (2.1.2)
•	Trained local government Animal Management Officers at local veterinarian clinics. (2.1.2)
•	Administered \$200,000 in Animal Welfare Grants, awarded to successful and eligible applicant organisations. (2.1.2)
•	Provided community education in relation to animal welfare through participating in the regional Show Circuit, Million Paws Walk, Pet Expo and other relevant community events and industry meetings. (2.1.2)
•	Completed data collection and analysis for trials on identification of improved grazing and burning practices for sustainable management of native pastures at Beetaloo and Delamere Stations. (2.1.2)
•	Completed annual data collection for the Alexandria Station site grazing trial. (2.1.3)
•	Carried out annual data collection and analysis for pasture sustainability project at Victoria River Research Station (Kidman Springs), ready for project review in late 2016. (2.1.3)
•	Completed biannual fieldwork for the Victoria River Research Station long-term fire trial, Shruburn. (2.1.3)
•	Prepared demonstrations of the Precision Pastoral Management system to support pastoralists in improving the efficiency of their enterprises. (2.1.3)
•	Carried out objective carrying capacity estimations for station development, subdivision of pastoral leases, and new pastoral enterprises with a focus on Indigenous land. (2.1.3)
•	Sponsored and participated in the second Northern Australia Food Futures Conference in April 2016, attracting over 250 delegates from rural industry, agribusiness and government sectors. (2.1.4)
•	Completed seasonal sampling of the Daly, Mary, Roper and McArthur River systems to determine any linkages between floodplain inundation and mercury in aquatic food systems. (2.1.4)
•	Completed the first report for the scientific assessment of recreational fishing activity and catch for 2014-15 survey completed. (2.1.4)
•	Communicated changes to wild dog management, recreational fishing limits and supported the launch of the NT Fishing Mate mobile app. (2.1.4)
•	Participated in two RIRDC-convened meetings to develop resources for extension practitioners at the national level. (2.1.4)

## STRATEGY 2.2. MANAGE THE TERRITORY'S AQUATIC RESOURCES TO BENEFIT ALL TERRITORIANS

•	Completed the annual Northern Territory Fish Stock Status reporting for 12 species from 8 fisheries. (2.2.1)
•	Undertook monitoring and data collection on all catch and activity in two fisheries, via on-board observer programs. (2.2.1)
•	Prepared a Discussion Paper and developed new management arrangements to protect and encourage effective and efficient use of coastal reef stocks. (2.2.1)

•	Commenced Daly River erosion study for environment security compliance with Blue Mud Bay contracts. (2.2.3)
•	Held consultative meetings on the requirements of Blue Mud Bay contracts for access to NT tidal waters. (2.2.3)
•	Negotiated with traditional owners on access to the intertidal zone to benefit remote Aboriginal communities and provide access for commercial and recreational fishers. (2.2.3)
•	Supported seven fisheries to gain export accreditation, and contemporary harvest strategies to increase investor certainty in three fisheries under development. (2.2.3)
•	Commenced study on Darwin metro boat ramp priorities. (2.2.3)

## Objective 3 Biosecurity

### STRATEGY 3.1. DEVELOP AND IMPLEMENT AN NT BIOSECURITY STRATEGY

•	Continued to refine the draft NT Biosecurity Strategy in partnership with industry stakeholders, for publication in 2016-17. (3.1.1)
•	Continued active involvement in the national management of aquatic biosecurity. (3.1.1)
•	Continued to refine procedures to assist in the effective management of aquatic biosecurity, including development of a new strategic plan. (3.1.1)

### STRATEGY 3.2. INCREASE COMMUNITY INVOLVEMENT IN BIOSECURITY.

•	Provided communications around biosecurity responses to Banana Freckle, Cucumber Green Mottle Mosaic Virus and Asian Honey Bee incursions. (3.2.1)
•	Enhanced and updated the Tick Control Program information on regulations and control measures. (3.2.1)
•	Maintained effective NT-wide plant disease surveillance and investigation systems. (3.2.2)
•	Established an Indigenous Marine Training coordination program in Nhulunbuy. (3.2.3)

### STRATEGY 3.3. PROTECT THE REPUTATION OF THE TERRITORY AS A PRODUCER OF QUALITY PRIMARY PRODUCE.

•	Detected and removed Asian Honey Bee from the NT (now in the final proof-of-freedom phase of the program). (3.3.1)
•	Published clear updated information on interstate livestock movement rules for producers and buyers on the nt.gov.au website. (3.3.1)
•	Continued to provide Aquatic Animal Health diagnostic and health certification services to industry on demand. (3.3.1)
•	Obtained minor use permit from the Australian Pesticides and Veterinary Medicines Authority for the use of Ethopon to expand the mango production window. (3.3.1)
•	Completed the assessment of the pathogenesis and improved diagnostic tests for arboviruses in livestock project. (3.3.1)
•	Continued regulation of NT meat production to national standards, through extension, licensing and audit activities. (3.3.1)
•	Commenced investigating biological control options for Mango Leaf Hopper as an alternative to pesticides, and continued trials on alternative timing of new fungicide for the control of Mango Stem End Rot. (3.3.1)

•	Developed and implemented nationally agreed management approaches for Cucumber Green Mottle Mosaic Virus. (3.3.1)
•	Continued activities for the Live Export Support Program, including animal health certification, and auditing of animal health systems, with activities published in Animal Health in Australia Report in 2015. (3.3.1)
•	Achieved a high Interstate Certification Assurance compliance rate with 98% of businesses compliant and all non compliance rectified. (3.3.1/3.3.2)
•	Completed research into alternative fruit fly protocol options for mango market access, including field activities and data analysis. (3.3.2)
•	Continued regulation of NT produce exported to interstate markets with all interstate quarantine requirements met, including no incidents, crop contamination or poor certification. (3.3.2)
•	Simplified application forms for chemical licensing and permits, and made these available online. (3.3.2)
•	Developed a Northern Territory Code of Practice for Pesticide Use in partnership with the NT Farmer's Association. (3.3.2)
•	Continued monitoring and auditing of the use of agricultural chemicals. (3.3.2)
•	Investigated and resolved allegations of misuses of agvet chemicals. (3.3.2)

#### STRATEGY 3.4. RESPOND TO BIOSECURITY INCURSIONS

•	Continued the inspection and treatment program for internationally-travelled vessels to monitor the establishment of marine pests in Darwin marinas. No pests established during 2015-16. (3.4.1)
•	Maintained monitoring program across NT coastal areas of high vessel traffic for early detection of marine pests. Collaborated with other jurisdictions in the development of novel techniques for the early detection of marine pests. (3.4.1)
•	Responded to the December 2015 Daly River Floods by establishing temporary kennelling facility to manage companion animals. (3.4.1)
•	Maintained interstate livestock market access with no major livestock disease incursions or welfare incidents. (3.4.1)
•	Lead first response for five Emergency Plant Pest detections. (3.4.1)
•	Continued monthly surveillance for flavivirus activity on behalf of the NT Department of Health. (3.4.2)
•	Collected and tested samples and reported results from seven sentinel and nine serosurvey sites for the National Arbovirus Monitoring Program. (3.4.2)
•	Continued monitoring and training for the Newcastle Disease poultry vaccine cold chain in Timor-Leste. (3.4.2)
•	Established a cattle sentinel herd in Papua New Guinea and carried out a scoping visit for a sentinel herd in Timor-Leste. (3.4.2)
•	Activated a national cost-shared eradication program for Browsing Ant. (3.4.2)
•	Successfully implemented National Banana Freckle Eradication Program Phase 2 and commenced Phase 3. (3.4.2)
•	Detected and responded to five new plant pest detections and participated in over 50 plant pest detections, nationally. (3.4.2)
•	Analysed 1,736 entomological samples for industry and biosecurity, including positive identification of invasive pest ant species, Asian Honey Bee and Mango Leafhopper. (3.4.2)
•	Continued the National Arbovirus Monitoring program at Beatrice Hill and Berrimah Farms (3.4.2)

## Objective 4 Indigenous participation

### STRATEGY 4.1. SUPPORT ABORIGINAL EMPLOYMENT

•	Delivered three nationally accredited training courses for Indigenous Marine Rangers in Nhulunbuy. (4.1.1)
•	Partnered with the Department of Business to deliver business management training to support Indigenous participation in the seafood industry. (4.1.2)
•	Employed and provided professional development for four indigenous apprentices across three facilities, developing skills in horticulture, agriculture and laboratories. (4.1.2)
•	Utilised the skills of two Indigenous Marine Ranger groups to contribute data for two research projects: the inshore snapper research project and mercury in aquatic food resources. (4.1.4)
•	Utilised the skills of Indigenous Marine Rangers in monitoring and data collection; Ranger groups in Borrooloola and Maningrida collected Barramundi tissue samples and Borrooloola Rangers assisted with bimonthly Mud Crab abundance surveys. (4.1.4)

### STRATEGY 4.2. ENCOURAGE BUSINESS DEVELOPMENT

•	Provided technical assistance to the Indigenous Pastoral Program and other Indigenous pastoral enterprises and proposals, and commenced several new projects in areas not previously used for modern cattle operations. (4.2.1)
•	Provided tailored extension services and support to 25 Indigenous-owned pastoral enterprises across the Territory. (4.2.1)
•	Assisted in the development of business plans for Indigenous owned trepang (sea cucumber) and giant clam businesses with user-friendly business models and resource material. (4.2.1)
•	Renewed Ranger development agreements for all Ranger grants including seven current Blue Mud Bay contracts. (4.2.2)
•	Engaged with the Department of Local Government and Community Services and Bawinanga Corporation in Maningrida to appoint Indigenous Animal Welfare Inspectors. (4.2.2)
•	Established sites for oyster and clam production in Aboriginal communities. (4.2.3)
•	Developed new production methods for trepang (sea cucumber) ranching with successful first harvest trials. (4.2.3)
•	Contributed to the organising and running of two Indigenous Cattlemen workshops, three Low Stress Stock Handling courses, chemical handling, wild dog bait training and mentoring activities for Indigenous enterprises and assisted in the implementation of professional business plans to six participating businesses. (4.2.3)
•	Continued to work with 13 Indigenous Pastoral Program properties to achieve 26,000 km <sup>2</sup> under production, with 69,300 head of cattle, generating significant revenue for re-investment. (4.2.3)
•	Provided Indigenous Pastoral Program advisory services to approximately another 35,000 km <sup>2</sup> of grazing area under license. (4.2.3)
•	Engaged with a horticultural agribusiness to broaden and strengthen its capacity to employ Indigenous staff. (4.2.3)

# SHARED CORPORATE SERVICES

Other activities of the department undertaken during 2015-16 do not align directly with the Strategies in the Industry Development Plan as these areas work in the background to provide support to the Divisions that deliver direct services to industry. Major achievements in this category are listed below against the Divisions.

## Finance and Budgets

- Facilitated training in relation to procurement processes and official travel to ensure correct policies and procedures were being followed.
- Reviewed financial management of all externally-funded projects.
- Implemented a new general ledger reporting structure.
- Established the five-year Building and Land revaluation program, as per Treasurer's Directions.

## Human Resources, Risk and Audit

Achievements and activities are reported in Section 2: Corporate Governance and Section 4: Our People.

## Information Management/ Information Technology

- Developed Business Continuity and IT and IM Strategic Plans.
- Transferred 1,237 files to the NT Archives Services and disposed of 2,034 files in accordance with approved disposal schedules.
- Implemented new systems and technologies to provide web and mobile access to systems and information.
- Assisted with replacement of key business systems and applications.

## Communications and Marketing

- Delivered media monitoring services prior to 9 am on over 90 per cent of business days.
- Supported over 50 Ministerial media opportunities, 14 departmental media releases and numerous other media interviews and opportunities.
- Promoted the department's work through six editions of the Chief Executive's newsletter, regional newsletters and its website.
- Implemented the new NT Government branding.
- Supported transition to the new NT.GOV.AU web environment.
- Worked with Tourism NT on the Million Dollar Fish competition, including promotion of the NT Fishing Mate app.
- Provided communications services for biosecurity incursion responses and animal welfare arrangements during Daly River floods.
- Supported all regional shows and events and awarded second prize for Royal Darwin Show display.

## Infrastructure and Asset Management

- Continued to drive improvements through works programming including: progress on building certification upgrades in all regions, major building refurbishments, car parking and amenity improvements, air conditioning plants, upgrade of security systems, solar energy installation and a vehicle wash-down facility.
- Provided facilities, fleet, minor asset, security, accommodation and property management services.

## Strategic Services and Policy Coordination

Some of the activities of this Division (which includes Shared Services Communications and Marketing and Infrastructure and Asset Management, have been reported above).

- Assessed poppy industry licence application.
- Maintained ongoing compliance with water laboratory accreditation requirements to ensure rigorous testing of safe drinking and other water for the community.

- Established Panel Contract for the supply and delivery of laboratory consumables for Accredited Laboratories, total value over \$400,000.
- Developed an integrated catalogue for Darwin and Alice Springs Libraries.
- Re-designed the Library Resource Centre website for better functionality and information delivery with a focus on remote clients.
- Continued development of a new Laboratory Information Management System.
- Edited and published scientific and technical publications across the full range of department functions.
- Coordinated delivery of Knowledge Seminars on primary industries and fisheries topics of interest and participated in the preparation, delivery and production of the seminars.
- Developed an extensive range of new governance documents for work health and safety.
- Completed updates to numerous corporate policies, procedures and guidelines.

# OUR PEOPLE

# 4

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Recreational Fishing Survey (Photo: Peter Zeroni)

# FAST FACTS

**83** per cent  
**retention** rate



**83** per cent of employees were  
located in the **Darwin** region

**50.1** per cent of the  
workforce was **female**

**7.2** per cent - identified  
as **Indigenous**



**4.5** per cent - identified as having a  
**non-English** speaking background

**2.2** per cent - identified as  
having a **disability**

**27** per cent of the workforce  
was **aged** over 55

**5** of the Executive Management  
Group (13) were **female**



in age brackets **44** and under -  
more **females** than males

in age brackets **45** and over -  
more **males** than females

**2.3** per cent of females and **5.2**  
per cent of males were **65** or over

**32** employees used flexible  
**working** arrangements



**8** employees were  
working from **home**

# DEVELOPING CAPABILITY

The department must build and sustain the workforce capability necessary to deliver on the Industry Development Plan 2013-2017 in order to meet its economic imperative of developing sustainable agriculture and fisheries industries.

In an employment market that is highly competitive for skills in the agriculture sector, it must also aim to retain its professional workforce of scientific, technical and administrative staff, located across the Territory and engaged in office, laboratory, remote and field-based work.

As outlined in Section 1: Overview, employees are located in all major centres as well as remote facilities such as the Victoria River Research Station. This presents challenges in the delivery of human resource support services. Across this diversity in operations, a positive and consistent workplace culture must also be encouraged.

The department's workforce development plan is the People Plan 2014-2017. In 2015-16 the department continued to deliver programs in line with the five key Strategies, which are to:

- strengthen our leadership to meet future challenges
- ensure we have a strong work health and safety culture
- cultivate our passionate, diverse and innovative workforce
- develop the capabilities needed to deliver on the Industry Development Plan
- drive accountability through effective engagement in the Industry Development Plan.



The department's Human Resources (HR) team is part of the Shared Corporate Services area (also providing services to the Department of Mines and Energy) and is responsible for the following activities to support workforce development:

- Delivering advisory services on conditions of service and best practice human resources; including performance management practices and recruitment, probation and payroll processes.
- Developing programs, policies and frameworks to comply with legislative requirements for employment.
- Facilitating learning and development programs to meet emerging business needs; including early careers programs such as apprenticeships, graduate development programs and traineeships.
- Providing a people management framework to ensure the department has the right number of employees with the appropriate skill sets to support the department's operations under the Industry Development Plan and People Plan.
- Establishing accurate and contemporary HR strategy, policies, procedures and processes.
- Supporting equity and diversity.
- Case management, including worker's compensation.
- Advice regarding change management processes.
- Reporting requirements set out in the *Public Sector Employment and Management Act*.

## People Matter Survey

In 2014, 66 percent of the department participated in the Office of the Commissioner for Public Employment's "People Matter Survey", which measured employees' experience in their profession, work area, agency and the NT Public Sector (NTPS) as a whole. The department received high ratings in areas of: workplace wellbeing, commitment to service, diversity, respect (employee – employee support) and equal employment. Change management, grievance process and development opportunities were identified as areas for improvement.

**Table 4.1. People Matter Survey 2014 – Areas of high rating**

DESCRIPTION	DEPARTMENT	COMPARATOR AGENCIES*	NTPS
	%	%	%
Overall job satisfaction	79	71	71
Consider my employer is employer of choice	91	81	80
Workplace wellbeing	94	89	91

\*Comparator agencies are 10 agencies with similar workforce profile and size.

In response to the results, the department undertook the following actions:

- Implemented a job shadowing program with Directors and the Chief Executive.
- Implemented the Respect in the Workplace program in all regions, with refresher programs planned for 2016.
- Reviewed the Appropriate Workplace Behaviours Policy and Procedures.
- Promoted the Performance Management Workshops run by OCPE.
- Discussed change management and Performance Development Reviews (PDR) completion rates at the Executive Management Group meetings and with Directors.
- Reviewed the Grievance Policy and published an updated version on the intranet online service centre.
- Published Disclosure of Interest Policy and Procedures on the intranet online service centre.
- Results of the 2015–16 People Matter Survey will be published in 2016-17.

# Making a difference in the Red Centre



Figure 4.1. Glen Oliver with a Date Palm (Photo: Stuart Smith)

**Glen Oliver, a technical officer with the department, was the Major STAR Award winner this year for his exemplary efforts in maintaining relations with industry clients, research scientists and the public.**

Glen's personal commitment has ensured the date palm orchard and bush tomatoes at the Arid Zone Research Institute (AZRI) are well maintained and research-ready. His keen eye also spotted a new variety of date palm that produces an unusually large amount of pollen, attracting keen interest from local and international growers of the fruit.

The unusual tree is a male date palm and looks set to be the first variety to be exported from Australia, because of its ability to produce high levels of pollen, useful for fertilising the fruit-producing female palms. In honour of Glen's discovery and work in this area, the variety has been named 'Oliver'.

He was also instrumental in scheduling an agenda and a presentation for 44 delegates of the Australian Rangeland Conference.

Glen has also supported the TAFE student program and the effective use of the prisoner integration to society work placement program. In doing so, Glen developed good relationships with the correctional services and the prisoners by helping them to acquire new skills in the field of horticulture.

Glen's Aboriginal heritage stems from the Yarba people of Lake Nash in the Territory on his grandfather's side, while his grandmother is from the Mitakoodi people in Queensland.

**In honour of Glen's discovery and work in this area, a date variety has been named 'Oliver'.**

# DEMOGRAPHICS - METRICS

## 2015-16 Staffing Profile

Seventy-one per cent of employees are in the Administration and Technical classifications and a further 21 per cent in the Professional stream. In 2015-16 a new category of Casual Survey Interviewer appeared, associated with the recreational fishing survey, which is featured on page 66.

**Table 4.2. Classification of employees as at 30 June 2016**

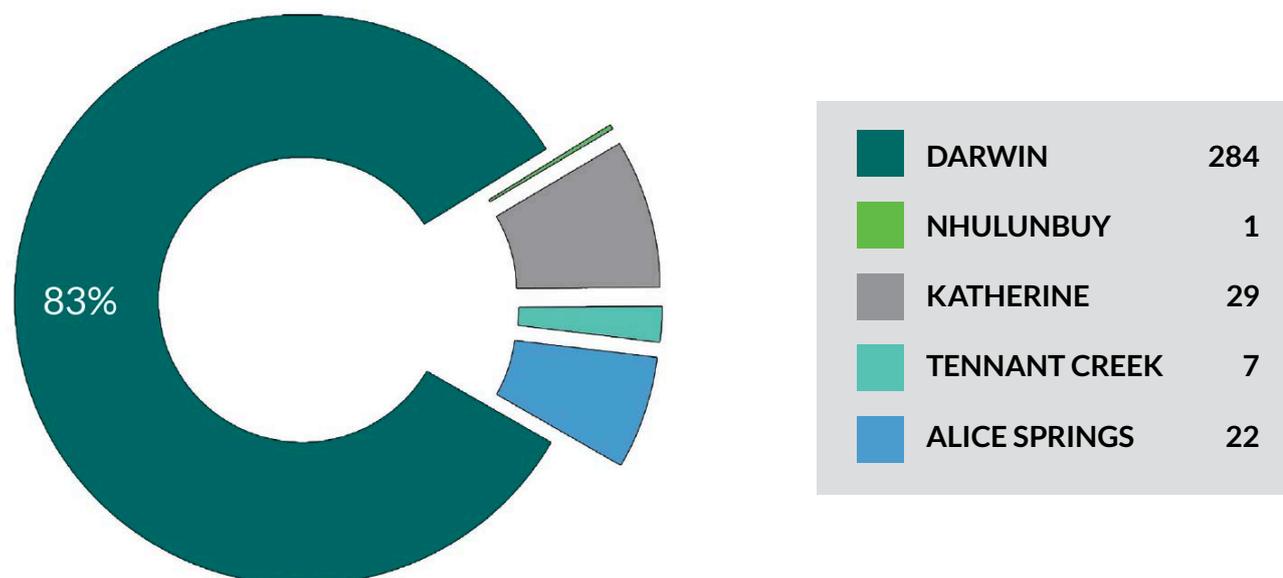
Staffing Classification	2013-14	2014-15	2015-16
Administration	110	131	140
Technical	107	106	105
Professional	68	72	72
Executive	13	13	13
Early Careers	3	4	6
Physical	5	4	4
Casual Survey Interviewers	1	0	3
<b>TOTAL</b>	<b>308</b>	<b>332</b>	<b>343</b>

Numbers are rounded and are based on full-time equivalent (not individuals), including casual and part-time employees.

## Classification by Region and Division

The majority of employees were located in the Darwin region.

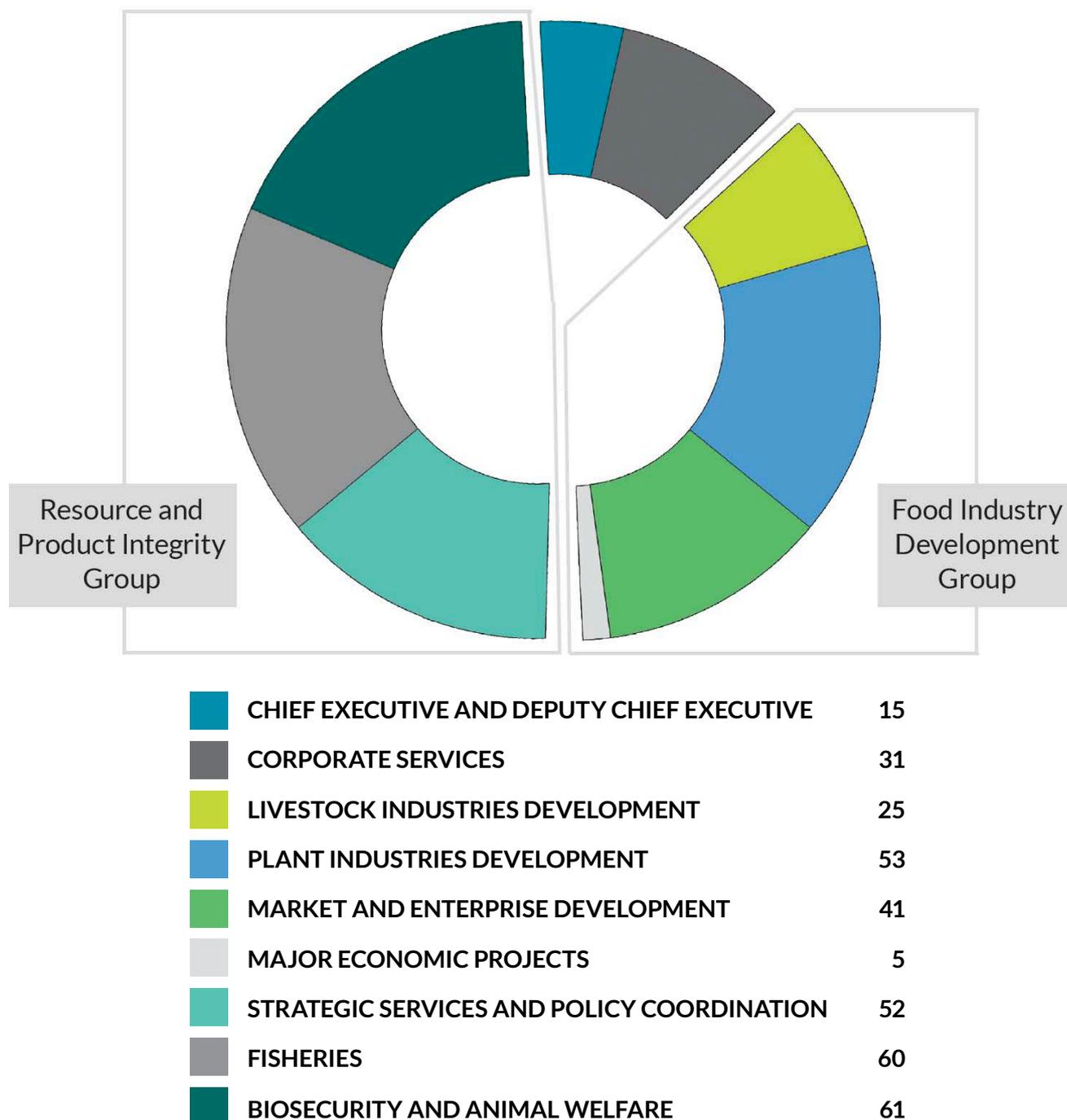
**Figure 4.2. FTE by region as at 30 June 2016**



Numbers are rounded and are based on full-time equivalent (not individuals), including casual and part-time employees.

The majority of staff work in the Resource and Product Integrity Group, which includes the programs responding to biosecurity incursions.

**Figure 4.3. FTE by Division and Group as at 30 June 2016**



Numbers are rounded and are based on full-time equivalent (not individuals), including casual and part-time employees as at 30 June 2016.

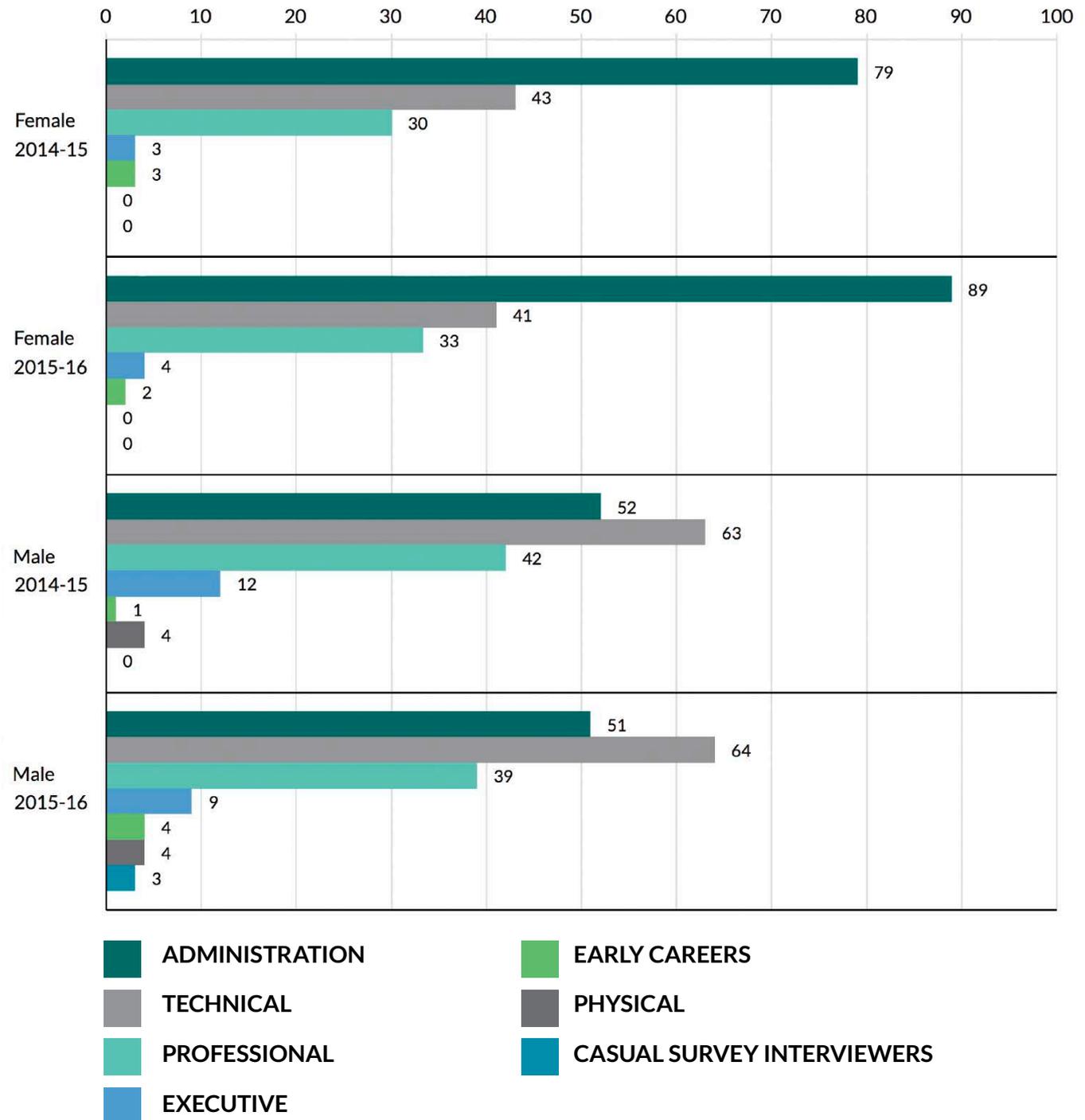
## Recruitment, Retention and Separation

During 2015-16, 96 employees were recruited to the department, 58 employees separated through retirement or cessation of contracts and 21 employees transferred to other government agencies, giving a retention rate of 83 per cent. This is the same retention rate as in 2014-15 and compares similarly with 85 per cent in 2013-14.

## Gender

As at 30 June 2016, the department had 180 female and 179 male employees. Female employees are more likely to be employed in the Administration Officer classification and male employees are more likely to be employed in Professional or Technical classifications. There has been very little change in this distribution between 2015-16 and the preceding year, other than an increase in female employees in the Administration and Professional classifications, as shown below.

**Figure 4.4. Employee Classification by Gender, 2014-15 and 2015-16, as at 30 June 2016**

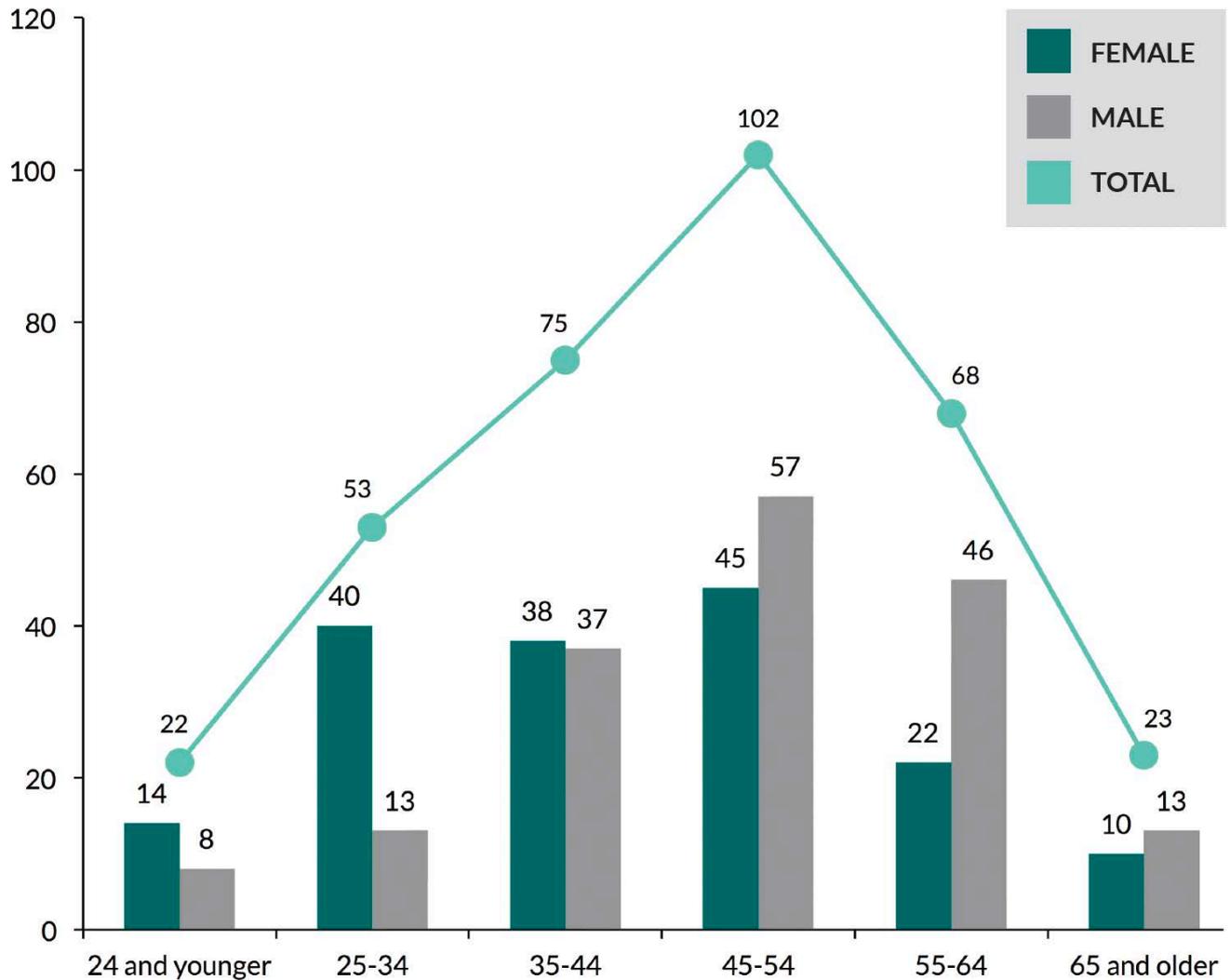


This data is full-time equivalents (not individuals) derived from the BOXI-HR system (Department of Corporate and Information Services).

## Age

The department's age profile shows that it peaks in the 45-54 age category with 30 per cent or 102 employees. 56 per cent, or 193 employees are 45 or more in age and 27 per cent have reached the early retirement age of 55. There are more females than males in the 16-24, 25-34 and 35-44 age brackets and more males than females in the remaining age brackets.

Figure 4.5. Female/male and age distribution, as at 30 June 2016



Numbers are rounded and are based on full-time equivalent (not individuals), including casual and part-time employees.

# WORKFORCE DIVERSITY

In order to provide services to a diverse range of stakeholders, the department must have a gender balanced and diverse workforce from different cultural backgrounds and age groups, which requires equal opportunity in employment. EEO measures are described throughout this Section.

## Equal Employment Opportunity (EEO)

Under the NT Government's Indigenous Employment and Career Development Strategy 2015-2020, the department's target rate for Indigenous employment was 5.8 per cent by 30 June 2016. The department's actual proportion of Indigenous employment at this time was 7.2 per cent, exceeding the target rate by 1.4 per cent. The trend in other measures is shown below.

**Table 4.3. Equal Employment Opportunity Measures - Percentage as at 30 June 2016**

EEO Measure	2013-14	2014-15	2015-16
ATSI	4.8	4.9	7.2
NESB	2.4	2.6	4.5
PWD	2.7	2.9	2.2

Note: While the department encourages its employees to identify as Aboriginal or Torres Strait Islander (ATSI), as being from a non-English speaking background (NESB) and/or as having a disability (PWD), employees provide this information voluntarily, therefore the data cannot be guaranteed to accurately portray the extent of these measures in the department.

## INDIGENOUS EMPLOYMENT AND CAREER DEVELOPMENT

With Indigenous employees making up 7.2 per cent of the department's workforce, several initiatives were undertaken to support these employees and improve representation, such as the sector-wide Special Measures recruitment processes, employment of Indigenous trainees and developing specific cultural awareness training.

**With Indigenous employees making up 7.2 per cent of the department's workforce, several initiatives were undertaken to support these employees and improve representation.**

# Focus and Energy are the Keys to Tiwi woman Michelle's success



“ I have a four-year-old daughter and this position suits arrangements for pre-school and day care, but I also took this on so that my daughter can have a happy working mum to look up to.”

Figure 4.6. Michelle Lyons, Administrative Officer, at her desk (Photo: Barbara Schubert)

Michelle Lyons graduated from the Indigenous Employment Program (IEP) before joining the department and she has some solid advice about the Program and her career path.

“I recommend the IEP, but you really have to want it. In my case, it took a lot of focus and energy to study for a Certificate II in Business while I was doing work experience. There are times when I wanted to give up but my supervisor at the department gave me lots of support and my family encouraged me to continue. I just pushed on through and it turned out for the best,” said Michelle, who’s currently working as an Administrative Officer in the executive area.

Michelle, 26, found a home in the department after “bouncing around as a teacher assistant at St John’s College and as student teacher at Charles Darwin University for three years.”

“I have a four-year-old daughter and this position suits arrangements for pre-school and day care, but I also took this on so that my daughter can have a happy working mum to look up to.

“My supervisors here encourage me to continue my training so I can move up to higher roles. I’ve been learning lots about our online systems and even when I attend the training there’s still more to learn. I’m enjoying the challenges.”

Michelle speaks fluent Tiwi and is close to her brothers and other family members. “I try to get over to the Tiwis as often as I can and stay with mum and other members of my extended family. We go hunting for wild pigs and forage in the mangroves for tucker — my mum’s hunting skills are amazing. My cultural heritage is very important to me.

The IEP is a Northern Territory Government initiative aimed at achieving Indigenous employment targets within the Indigenous Employment and Career Development Strategy 2015-2020. The program is managed by the Department of Corporate and Information Services.

# Indigenous Employment Program boosts Sheradene's prospects



Figure 4.7. Trainee Animal Welfare Inspector Sheradene Solien-Senge with “Leo” (Photo: Darrel Trueman)

**Aboriginal woman Sheradene Solien-Senge recently joined the department after graduating from the Indigenous Employment Program and she's clearly enjoying her new role.**

“I've been very fortunate since graduating — I found a new career path, stability and security,” said the 21-year-old, who's working as a trainee Animal Welfare Inspector in the Animal Welfare Branch.

“I'm completing my Certificate IV in Government as a trainee and gaining skills in administration and investigation. I enjoy that every day is different and I never know what to expect. Animal Welfare deals with complaints about animal cruelty or neglect, which can be quite challenging. Thankfully, very experienced Senior Inspectors have guided me and made me feel safe when situations were intense, and there are often happy outcomes for animals too.

“My favourite things about working for the department are the constant opportunities to gain more skills and participate in leadership building workshops. I'm really excited to further my studies in the next few years—I have plenty of learning and growing to do and I hope to eventually study for a degree.

Sheradene also has a fulfilling home life. “I have two beautiful nieces and I love spending time with them, they're so funny. I recently signed up to play Rugby League and it's been a great way to meet new friends and socialise. On the weekends, I love spending time with family and friends—there's always something to laugh about.”

“ I've been very fortunate since graduating, I found a new career path, stability and security.”

# MANAGING AND DEVELOPING OUR PEOPLE

## Training expenditure

In 2015-16 the department invested \$297 448 in training and development to update and upskill its employees, averaging \$867 per full-time equivalent employee. Training per FTE reduced in 2015-16, after the expenditure peak in 2014-15 due to a significant investment in Respect in the Workplace and leadership programs.

**Table 4.4. Training expenses 2013-14 to 2015-16**

Category	2013-14	2014-15	2015-16
Training and Other+	\$182,580	\$324,071	\$237,797
Study*	\$36,350	\$20,159	\$0
Conferences	\$37,400	\$47,302	\$59,651
Total	\$256,330	\$391,532	\$297,448
Average per FTE	\$832	\$1179	\$867

+ Not exclusive to the department - includes some training provided to the Department of Mines and Energy under Shared Services arrangements.

\* For 2015-16, reimbursements for approved study are included in the Training and Other data.

Further development programs are described below.

**Table 4.5. Development programs offered in 2015-16**

Course	Target Audience	No. of Participants
Merit Selection and Simplified Recruitment	Selection Panels	75
Cross-cultural training	All	63
Respect in the Workplace	All	51
Hermann Brain Dominance Instrument (HBDI) Workshop	Future leaders	9
Key Conversations - Dealing with the Tough Stuff	Supervisors and Managers	20
Due Diligence (WHS)	Senior and Executive management	18

## Merit-based Selection

Employment of the right people is critical to the department and recruitment processes must be followed. 75 managers and employees participated in the Merit Selection and Simplified Recruitment training which was targeted at employees sitting on selection panels. The training was also made available on the eLearning platform which is of particular benefit to employees working remotely. (Employees must have this training to participate on Selection Panels).

## Personal Development Review

The Personal Development Review (PDR) links individual employee roles and responsibilities with the achievement of departmental objectives. The PDR encourages professional performance through planning, continuous training and development, and is designed to provide employees with an opportunity to discuss their achievements, objectives and development needs.

As at June 2016, 40 per cent of employees had formally recorded PDR discussions in the previous 12 months.

## Professional Development Allowance

The department acknowledges that employees in the Professional stream are required to maintain the standards associated with their classification. The Professional Development Allowance is paid on a reimbursement basis to offset professional development costs which a 'Professional' classification employee may have incurred. Under the NTPS 2013-2017 Enterprise Agreement, the Allowance is paid up to:

- \$572 per annum for 1 to 5 years continuous service.
- \$1 259 per annum for 5 years or more continuous service.

In 2015-16, six employees accessed the scheme for a total of \$1,650.

## Strengthening our Leaders

The department requires strong leaders to enable team excellence, innovation and achievement of outcomes. To achieve this, current and future leaders took advantage of the following development opportunities during 2015-16.

**Table 4.6. Leadership Development Opportunities 2015-16**

DESCRIPTION	DETAILS	PARTICIPANTS
<b>External providers</b>		
Australian Rural Leadership Program <a href="http://www.rural-leaders.com.au">www.rural-leaders.com.au</a>	Aimed at developing leadership, communication and planning skills. Participants gain an understanding of leadership within an economic environment, understanding their own strengths and development needs and understanding of the range of issues that need to be considered for successful succession planning. The scholarship program is sponsored in partnership with the Department of Transport and the Office of the Commissioner for Public Employment with applicants from the two departments assessed on merit.	2 (ongoing in 2016-17)

DESCRIPTION	DETAILS	PARTICIPANTS
<b>External providers</b>		
<b>Public Sector Management Program</b>	Designed to enhance the existing knowledge, skills, attitudes and behaviours of middle and senior managers in order to improve public sector outcomes. A post graduate qualification offered through the Queensland University of Technology.	1
<b>Workshops organised by the department (external providers)</b>		
<b>Strategic management in today's public sector</b>	Designed to provide an understanding of how public value is created, how to gain democratic legitimacy and support; and ways to gather capacity to implement change. Run by the Australian and New Zealand School of Government (ANZOG) and presented by Christine Nixon.	24 over 2 days
<b>Due Diligence Workshop</b>	Aimed to provide a clear, practical insight into the important role of "officers" and the senior management team, and the legal obligations, prosecution, risks and measures necessary to give full and proper effect to the due diligence requirements of the WHS management system. Presented by Tony Morris, Deloitte's Lead WHS Partner, former WorkCover Prosecutor and expert in WHS law.	Executive Management Group Members and Managers
<b>Future Leaders Workshop</b>	Employees were provided with a tool for self-analysis to improve personal growth, leadership skills and an opportunity to network and develop professional relationships.	9 – nominated by Directors
<b>OCPE run programs</b>		
<b>Executive Leadership Program</b>	Designed to develop executive level abilities to contribute positively in delivering economic, social and governance responsibilities. It forms one part of an integrated strategy to address the issue of supplying future leaders for Northern Territory.	1
<b>Future Leaders Network</b>	Designed for employees under 30 years of age with an exceptional work record who exhibit the potential to be outstanding leaders. Targeted training, networking opportunities, access to senior agency leaders, mentoring, secondments and short-term placements and accredited personal development were offered to attendees.	4

# AN INCLUSIVE WORKPLACE

The department strives to maintain an environment that is free from bullying, harassment and discriminatory practices by encouraging employees to participate in programs combatting bullying, training in merit selection and anti-discrimination, and the employee assistance program. It also provides relevant policy and procedures to support equity and diversity in the workplace.

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

To ensure employees meet future challenges with capability and adaptability the following initiatives were undertaken during 2015-16.

## Cross-cultural Training

During the year, the department delivered a half-day cross-cultural training course in which a total of 63 employees participated. This provided skills in communicating and working effectively across cultures, with a focus on:

- Awareness of one's own cultural world view
- Attitude towards cultural differences
- Knowledge of different cultural practices and worldviews
- Cross-cultural skills.

The cross-cultural training was aimed at all employees.

## Respect in the Workplace Program

The aim of the Respect in the Workplace Program was to equip the departments' workforce with the knowledge and behaviours to build the appropriate culture we want and need into the future. It also highlighted the skills needed to challenge any inappropriate or unsafe behaviour in the workplace.

Attendance was mandatory for all employees and the program was delivered across the Territory. Four sessions were conducted with a total of 51 employees attending.

## Early Careers

The department continues to participate in many of the cross-sector programs including those listed below.

**Table 4.7. Cross-sector Early Careers programs accessed in 2015-16**

Program	Description	Participation in 2015-16
<b>Indigenous Apprenticeship</b>	Provides trainees with employment and structured learning to develop workplace skills and gain a nationally recognised qualification at the Certificate II, III, IV or Diploma level.	Nine Indigenous Apprentices including three in regional areas undertook Certificate-level qualifications including Business Administration, Laboratory Techniques, Rural Operations and Horticulture.
<b>Graduate Development</b>	A one or two year placement, available to recent graduates of tertiary courses. The on-the-job program combines general work tasks and a range of project work. Graduates are provided with the opportunity to gain real work experience and expand on their professional qualifications and knowledge.	One graduate with a Bachelor of Veterinary Science/Veterinary Biology qualification successfully completed a 12-month placement with the department.
<b>Indigenous Cadetship Support</b>	Supports cadets with their degree level studies through mentoring, study cost reimbursements, annual vacation employment and living allowance for the term of the cadetship.	One cadet completed a Bachelor of Environmental Management.
<b>Indigenous Entry Level Administrative and Technical</b>	A 20-week pre-employment program that incorporates accredited training with on the job experience and mentoring.	Three Indigenous trainees completed the program and gained employment with the department.

## Performance Management

Managing employee performance and development is an obligation set out under the *Public Sector Employment and Management Act* and Employment Instruction Number 4 to provide accountability for all Northern Territory Public Sector employees. Employees can obtain advice and support from Human Resources in relation to resolving any issues regarding their employment.

## Grievances and Complaint Handling

In 2015-16, four internal employee complaints were received:

- The Chief Executive formally accepted one employee's apology.
- Investigators were engaged to review and provide a report for the remaining three, two were finalised and one was in progress as at 30 June 2016.

## Performance/Inability

No performance or inability cases were reported this year.

## Discipline

The department had three disciplinary actions undertaken during 2015-16 with two finalised and one ongoing as at 30 June 2016.

## Industrial Relations

During 2015-16 the department did not have any formal Industrial Relations activity; however, it continued to provide access to and engage with Unions on change issues. The principal Union was the Community and Public Sector Union and this was mostly related to visits to worksites.

# AWARDS AND MILESTONES

## STAR Awards

The department continues to encourage and acknowledge outstanding performance by individual employees and teams in the pursuit of government and departmental priorities at its annual 'STAR' Awards. The STAR Awards have several categories:

- Outstanding contribution in supporting the economic growth and viability of existing and emerging primary industries through the department's Industry Development Plan.
- Service excellence for the department's clients.
- Outstanding contribution to work health and safety.
- Outstanding contribution to leadership within the department.
- Outstanding professional, scientific, technical or other contribution to the Territory or region.

Major winners receive \$4,000 (\$10,000 for a team) and minor winners receive \$2,500 (\$5,000 for a team) for personal or professional development.

This year, a perpetual trophy and certificate were presented to the winners by the Minister at a ceremony at Berrimah Farm on 2 September 2015.

## MAJOR AWARD

The major award this year was presented to Glen Oliver, Technical Officer in the Plant Industries Development Division, based in Alice Springs. This award was for Glen's outstanding contribution and exemplary efforts in maintaining relations with industry clients, research scientists and the public. Glen's work is highlighted on page 95.

## MINOR AWARD

The Minor Award was presented to Tim Schatz, Research Officer with the Livestock Industries Development Division, for his outstanding contribution to the economic growth and viability of existing and emerging primary industries. Tim's research project followed Senepol cross steers from the Northern Territory through to an Indonesian feedlot with the aim of improving production and efficiencies for NT producers. Tim's work is featured on page 71.



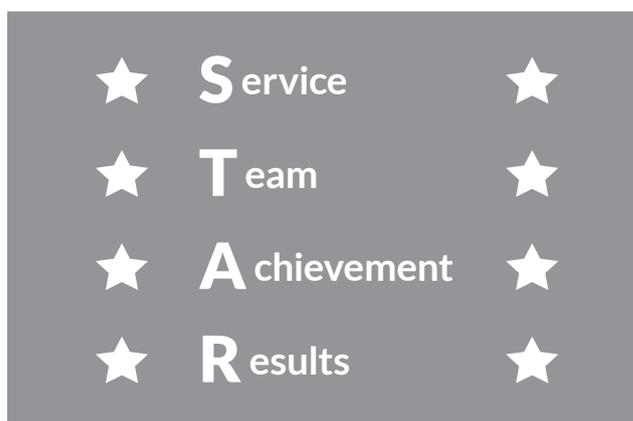
L to R: Minister Willem Westra van Holthe MLA, Glen Oliver, Tim Schatz and Alister Trier. (Photo: Peter Zeroni)

## STAR AWARD NOMINATIONS

The following are congratulated for their STAR Award nomination:

- Thomas Haines and Greg Maguire - Biosecurity and Animal Welfare, Tennant Creek
- David Ffoulkes - Livestock Industries Development, Darwin
- Ashlee McInnes - Information Technology, Darwin
- Trudi Oxley - Market and Enterprise Development, Katherine
- Dionne Walsh, Jodie Ward, Caroline Pettit, Steve Robertson - Livestock Industries Development, Darwin and Katherine
- Australian Rangeland Society Conference Team\* comprising Pieter Conradie, Sally Leigo, Dionne Walsh, Chris Materne, Glen Oliver, Bryan Gill, Sally Sims, Deb Roberts, Darren White, Simon Carr, Coral Allan, Jodie Ward and Jocelyn Coventry, various Divisions, all regions
- Pieter Conradie - Market and Enterprise Development, Alice Springs
- Michael Daysh - Market and Enterprise Development, Darwin
- Animal Welfare Branch Including Paul Mitchener, Cobi Lawler, Lucas Mcauley, Mel Frousheger, Peter Phillips, Sarah Wyatt and Sherie Hunt - Biosecurity and Animal Welfare, Darwin
- Christine Long - Strategic Services and Policy Coordination, Darwin

- Coastal Reef Fish Team\* comprising Steven Matthews, Thor Saunders, James Woodhams, Evan Needham, Zoe Malone and Lucy Buhr - Fisheries and Communications and Marketing, Darwin
- Farm Managers Group comprising Grant Hamilton, Jack Wheeler, Cameron Heeb, Tony Moran (posthumously), Spud Thomas, Peter Hopkinson, Deborah Roberts and Bryan Gill - Market and Enterprise Development, all regions



## Chief Executive Commendation Award\*

The Chief Executive Commendation Award was presented to the Australian Rangeland Society Conference Team for organising the 18th Biannual Australian Rangeland Conference and the Coastal Reef Fish Team which finalised comprehensive changes to reef fish management in the Northern Territory.

**The Australian Rangeland Society Conference Team\* comprised Pieter Conradie, Sally Leigo, Dionne Walsh, Chris Materne, Glen Oliver, Bryan Gill, Sally Sims, Deb Roberts, Darren White, Simon Carr, Coral Allan, Jodie Ward and Jocelyn Coventry.**

**The Coastal Reef Fish Team\* comprised Steven Matthews, Thor Saunders, James Woodhams, Evan Needham, Zoe Malone and Lucy Buhr.**

## Service Milestones



L to R: Commissioner for Public Employment Craig Allen and Suzanne Simonato.



L to R: Commissioner for Public Employment Craig Allen and Vicki Simlesa.



L to R: Chief Minister, the Hon Adam Giles MLA and Barry Lemcke.

### DEPARTMENTAL MILESTONES

The department recognises the milestones of employees who have worked continuously in the NT Public Sector for 10, 20, 30 and 40 years. The Minister presented recipients with either a certificate or recognition plaque, depending on their length of service.

In 2015-16, the milestone recipients were:

#### 10 YEARS OF SERVICE

- Chelsea Moore
- Evan Needham
- Jenny Hill
- Karen Timms
- Lee Symons
- Leonie Cooper
- Lynda Stewart
- Peter Saville
- Ron Harrington
- Sally Leigo
- Sally Sims
- Trudi Oxley
- Wayne Marshall

#### 20 YEARS OF SERVICE

- Doriane Rout
- Jane Fraser
- Jane Jackson
- Lanni Zhang
- Susan Walsh
- Theo Aniceto

### NORTHERN TERRITORY PUBLIC SECTOR RECOGNITION OF SERVICE MILESTONES

This year NT Public Sector Milestones of 30, 40 and 50 years of service were recognised at a formal Ceremony hosted by the Chief Minister and Commissioner for Public Employment on 28 November 2015 at the Main Hall in Parliament House. Departmental staff that achieved these milestones were:

#### 30 YEARS OF SERVICE

- Stephanie Boubaris
- Suzanne Simonato
- Toni Mitchell
- Vicki Simlesa

#### 35 YEARS OF SERVICE

- John Thomson
- Karen Simpson
- Mella Martin-Hewitt

#### 40 YEARS OF SERVICE

- Barry Lemcke

Barry Lemcke and his foundational work in the NT buffalo industry is featured on page 28.

## Australian Biosecurity Awards 2016

The Northern Territory was featured twice at the Australian Biosecurity Awards in Canberra in March 2016. The NT Apiary (Beekeeping) Industry won an award in the industry category for outstanding contribution to the integrity of Australia's biosecurity and the department won an award in the Government category for the National Banana Freckle Eradication (NBFE) Program. Andrew and Julie Shugg of Bees Creek Honey accepted the award on behalf of the apiary industry (NT Beekeepers Association) and Kevin Cooper, State Coordinator for the NFBE Program accepted the award for the department. Deputy Chief Executive Ian Curnow and Apiary Officer, Vicki Simlesa, also attended.



L to R: Ian Curnow, Julie Shugg, Kevin Cooper, Vicki Simlesa and Andrew Shugg at the Australian Biosecurity Awards. (Photo courtesy of Steve Keough Photography).

## OTHER ACHIEVEMENTS

- Arid Zone Research Institute-based staff joined forces with the Department of Land Resource Management to win first prize (government display category) at the Alice Springs Show and organised a selection of the department's Droughtmaster based cattle which won first prize (pen of two heifers) and second prize (pen of two bulls). They also collected second prize in the carcase competition.
- Whitney Dollemore, Livestock Industries Development, was awarded her Masters of Philosophy (University of Queensland) in December 2015 for a project investigating phosphorus on reproductive performance of beef cattle in northern Australia.
- Sharon Kearney, Principal Livestock Regulatory Officer in the Biosecurity and Animal Welfare Division received an Emergency Service Medal at the 2016 Australia Day Awards ceremony.
- Lucy Tran-Nguyen, received the 'Researcher of the Year' Award at the June 2016 AusVeg National Awards for Excellence for her management of the 2014-15 Cucumber Green Mottle Mosaic Virus outbreak. Lucy's work has also attracted ongoing funding for this disease.

# WORK HEALTH AND SAFETY

## Work Health and Safety Governance

The department is committed to providing a safe and healthy working environment for all employees. Overarching delivery of work health and safety in the department is managed by the Work Health and Safety Steering Committee made up of the Executive Management Group. Information on work health and safety governance can be found in Section 2: Corporate Governance. This describes the significant progress in the last two years on developing a work health and safety governance framework.

## Metrics

Table 4.8. WHS Incidents by Mechanism

Mechanism	2013-14	2014-15	2015-16
Being Hit by Objects	5	8	16
Biological Factors	1	1	1
Body Stressing	4	2	6
Chemicals and Substances	2	2	0
Environmental Factors	2	1	0
Hazard	4	9	16
Hitting Objects	5	2	7
Mental Factors	1	1	0
Slips, Trips and Falls	5	13	3
Vehicle Incidents and Other	1	2	5
<b>TOTALS</b>	<b>30</b>	<b>41</b>	<b>54</b>

Data from WHS003 - Incident Details - Incident Summary report derived from the BOXI-HR system (Department of Corporate and Information Services).

The total incidents reported for the department has shown an upward trend over the last three years, increasing from 30 in 2013-14 to 54 in 2015-16. The increase in reporting, particularly for hazard reporting, is seen as a positive improvement in WHS awareness and a cultural change, expressed as recognition of the need to report hazards/incidents. Overall, workers compensation claims as a proportion of incidents decreased substantially over the same period, from 23 per cent to 9 per cent, suggesting that the impacts of incidents on individuals has reduced. (Refer Section 2: Corporate Governance - Workers Compensation.)

## Performance

The department recognises that work health and safety is more than just having the right governance documents, policies and procedures in place. It requires engagement of all employees in achieving compliance and delivering outcomes. For this reason, a Work Health and Safety Action Plan has been developed annually for the last two years. The Key Actions from the WHS Action Plan 2015-16, evaluation indicators and performance are listed in the table below.

**Table 4.9. WHS Action Plan 2015-16 – Strategic Objectives > Key Focus Areas - Actions, Evaluation Indicators and Performance**

For acronyms used in this table, please refer to the Glossary at the front of this Report.

Strategic Objectives > Key Focus Areas		
Actions	Evaluation Indicators	Performance
Establish a Genuine Commitment to WHS > WHS MS		
Update the WHS Policy at least annually.	Policy is updated July annually.	The WHS Policy was endorsed by the WHS SC on 13/5/2016 and signed by the CE, dated 1/7/2015 for 2015-16. It is available from the online intranet service centre and is placed on all departmental WHS Noticeboards.
Review WHS MS at least annually.	WHS MS 2015-16 is in place and has been reviewed in the last 12 months.	An update of the WHS Management System was reviewed by the WHS SC on 13/5/2016. Following review and input by employees, it was uploaded onto the online intranet service centre and WHS Noticeboards in June, for implementation in 2015-16. This made it available to all.
Update the WHS Strategic Plan and Action Plan at least annually.	Updated Plans are in place by July annually.	The WHS SC reviewed the WHS Strategic Plan and Action Plan on 13/5/2016. Following review and input by employees, revised documents were uploaded onto the online intranet service centre and WHS Noticeboards in June, for implementation in 2015-16.
Maintain Risk Registers.	All Risk Registers are updated by November annually or more often.	A major review of the Risk Register for Research Farms was completed in 2015-16, with the aim of meeting the strategic objectives in the WHS Strategic Plan. Research farm staff were the major contributors to the updated Risk Register, with a facilitator dedicated to the project provided by the department. In 2015-16, all Divisions updated their Risk Registers. The WHS SC reviewed all Risk Registers at its 14/3/2016 meeting and concluded that the department might benefit from a single Risk Register for office-based risks. The WHS SC asked that this be investigated in 2016-17.
WHS Divisional Quarterly Reports and Action Plans.	All Divisions have one years' worth of reports on the WHS intranet site.	With the following exceptions, this was completed by all Divisions. For Plant Industries Development and Biosecurity and Animal Welfare – the 4th Quarterly Report was missing; for Information Technology/Information Management, the 2nd Quarterly Report was missing.

## Strategic Objectives > Key Focus Areas

Actions	Evaluation Indicators	Performance
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### Establish a Genuine Commitment to WHS > WHS Leadership

WHS governance framework is maintained through regular review by WHS SC, including face to face meetings held at least every 3 months.	<p>Strategic WHS issues are addressed in a timely manner.</p> <p>Completion of WHS activities at operational level is reviewed.</p>	During 2015-16, the WHS SC met 5 times, on 5/8/2015, 17/11/2015, 14/3/2016, 8/6/2016 and 30/6/2016. Four of these meetings were in conjunction with EMG meetings and one (8/6/2016) was a standalone meeting to update the WHS governance framework (suite of published documents) for 2016-17. See Section 2: Corporate Governance for more information.
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### Establish a Genuine Commitment to WHS > WHS Culture

Finalised and implement the WHS Communications Plan based on areas of high risk.	Plan is reviewed annually by August.	The WHS Communications Plan was produced in response to the high risk areas identified in the Risk Registers. It was reviewed several times by the WHS SC and finalised at the end of March 2016. (This document is a WHS SC internal document and is not published online.)
Communicate Incident/Injury Reporting Form and Flowchart	Flowchart updated and road tested. WHS MS updated to reflect amended workflow.	The WHS Incident/Injury Reporting Form, Flowchart and WHS MS were updated in relation to online Incident Reporting. Further work is needed in 2016-17 to capture hard copy reporting.

### Prevent Fatalities / Prevent Serious Injuries > Machinery

Update Skills and Qualifications Register with licence information.	Register is comprehensive reflecting skills of workforce	The WHS SC reviewed the Register and the information it contained. Further work on the structure of the Register is required in 2016-17 before the information regarding licensing can be populated.
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### Prevent Fatalities / Prevent Serious Injuries > Vehicles

Review Guidelines/ Procedures for remote and isolated field work and long distance driving that meets the requirements of the WHS (NUL) Regulations and takes new technology into account.	<p>Updated Guidelines/ Procedures in place.</p> <p>Safety Bulletin finalised and issued on the topic.</p>	<p>Following an audit commissioned by the Risk and Audit Committee, the final December 2015 report was provided to EMG on 14/3/2016 with advice that the RAC would be prioritising recommendations. The RAC circulated an Action Plan based on the recommendations in May 2016. The update of the Remote and Isolated Field Work Policy and Procedure considered the recommendations in that context. The revised (draft) documents will be provided for staff feedback via the intranet in 2016-17 and finalised based on input.</p> <p>A Safety Bulletin requires further development and will be finalised in 2016-17, following the above being completed.</p>
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## Strategic Objectives > Key Focus Areas

Actions	Evaluation Indicators	Performance
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### Prevent Fatalities / Prevent Serious Injuries > Laboratories

Laboratory safety plans are audited at least annually.	NATA or internal audit.	NATA audits indicated compliance.
All new laboratory staff receive safety inductions on day one.	Employee feedback.	Employee feedback, as monitored through induction and workplace hazard inspection checklists indicates compliance.

### Prevent Fatalities / Prevent Serious Injuries > Animals

All staff handling livestock receive training before entering yards.	Employee feedback.	All farm staff involved in cattle handling have previously received low stress stock handling training. The principles are reinforced with all staff on an ongoing basis. Prior to the annual muster on each farm, there is a planning meeting to discuss the risks and ensure preparedness for the activities involved.
All staff coming into contact with livestock yards to have Q-fever vaccinations and to have these subsidised.	Vaccinations completed for at risk staff.	All at risk staff were identified and notified of the initiative to have them undertake Q-fever vaccinations. Information on vaccination pre-tests (to test immunity status) and vaccinations were provided and distributed. Four staff took up the opportunity to have vaccinations under this initiative and many more staff had pre-vaccination testing.
Information on Zoonoses and other animal-based risks is to be updated.	Document is updated and used as an input into the risk assessment process by at risk staff.	The document was reviewed and updated by the Strategic Services and Policy Coordination Division and reviewed by the Chief Veterinary Officer. The updated document was placed on the intranet online service centre as an input into WHS risk assessments by Divisions.
Crocodile awareness training is conducted for all at risk staff.	Training completed.	Training was completed by at risk staff across the department, organised by the Fisheries Division. Further training for new staff will be organised for 2016-17.

### Prevent Fatalities / Prevent Serious Injuries > Hazardous Substances

Ensure Hazardous Substances Registers and signage are up to date for all work sites.	Internal audit.	Internal audit not completed in 2015-16. This Action has been carried forward to the WHS Action Plan 2016-17.
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## Strategic Objectives > Key Focus Areas

Actions	Evaluation Indicators	Performance
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### Reduce the Impact of Injuries and Incidents > Early Hazard Intervention

Identified hazards are risk rated and treated within 24 hours.	All hazards assessed and treated locally within 24 hours.	Treatments are recorded on Injury/Incident Reporting Forms which are risk rated and reviewed by Directors. The Chief Executive reviews all completed forms to ensure appropriate treatment.
Staff training in use of hazardous materials.	Spot check through feedback during internal hazard/risk inspection checklist process.	Included in induction processes and checked during workplace hazard inspection checklist process.
SDS information and WHS signage is up to date.	Internal audit and/or internal hazard/risk inspection checklist process.	Checked during workplace hazard inspection checklist process.
Vaccinations appropriate to overseas travel destination are obtained by staff and subsidised.	Vaccinations obtained as recommended by Travel Doctor and/or Centre for Disease Control, prior to travel.	All staff travelling overseas are advised to talk to their medical practitioner regarding vaccinations. This is voluntary. The Travel Guidelines reflect this recommendation.

### Reduce the Impact of Injuries and Incidents > Local Solutions

Hazard resolution is achieved at point of identification in most cases.	All hazards treated locally within 24 hours.	This was followed as a general principle by the department in 2015-16. Actual measure not available.
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### Reduce the Impact of Injuries and Incidents > Return to Work

Return injured officers to work as early as possible and in accordance with any medical recommendations.	Medical recommendations are followed.	This was followed as a general principle by the department in 2015-16.
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## Strategic Objectives > Key Focus Areas

Actions	Evaluation Indicators	Performance
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### Build Employee Capability > Induction

Revise and improve WHS induction based on feedback received.	Tested through employee feedback.	Completed in 2015-16.
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### Build Employee Capability > WHS Workplace Committees

Divisions assist in maintaining WHS WC relevant to business objectives (Industry Development Plan) and its worksite operations.	Quarterly meetings, at least, are held.	The Fisheries Division supported the Marine Safety WHS WC (4 meetings), the National Banana Freckle Eradication Program supported its WHS WC (5 meetings), the Biosecurity and Animal Welfare Division supported a new WHS WC from April 2016 and a WHS WC at AZRI, Alice Springs continued (including several Divisions in that region) with two meetings reported in 2015-16. A new WHS WC for Research Farms was supported by the Market and Enterprise Development Division.
WHS WC remain active through quarterly meetings and governance requirements are met.	Quarterly meetings are held and minutes are published on WHS intranet site.	Two WHS WC met this criterion (quarterly meetings and published minutes) during 2015-16: the Banana Freckle and Marine Safety WHS WCs (see above). The Marine Safety Committee met 3 times. Other new WC which commenced in 2015-16 were: AZRI (1 meeting); Biosecurity and Animal Welfare (1); and Research Farms (1). The requirement under the WHS Policy 2015-16 for all high risk areas to have a WHS WC, was not met in that a laboratories WC was not formed in 2015-16. This will occur in 2016-17.

### Improve Engagement > Newsletters

Include WHS news items in CE's Newsletter.	Each newsletter contains at least one WHS item of relevance and interest.	Six editions of the CE's news were published last year with the following WHS Bulletins included: Heat Stress (November - 139 readers), Melioidosis (November - 116 readers), Snake Bites (February - 264 readers) and Mosquito-borne diseases (February - 53 readers).
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### Improve Engagement > Noticeboards

Maintain WHS noticeboards and WHS intranet site with practical WHS information for employees.	WHS noticeboard system in place. List of noticeboards for each Division developed and published on WHS intranet site as a point of information for staff.	A draft WHS Noticeboard Network document was prepared and will be circulated to EMG Members for consideration/endorsement in 2016-17. Noticeboards will be established and audited (for required information) in 2016-17.
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A Work Health and Safety Communications Plan was also developed by the WHS Steering Committee to drive the delivery of WHS communications activities, ensuring consistency in messaging and agreed actions. All planned actions were completed against this Plan in 2015-16, including:

- a new WHS intranet banner: Think Safe – Work Safe: Get Home Safely
- signage in workplaces
- reports on safety matters in the CE's Newsletter
- WHS as an agenda item on all staff meetings
- WHS Noticeboard Network
- all WHS Incident/Injury Reports are sent to the CE, with forms updated to reflect this
- all WHS Workplace Committee information to be placed on the intranet
- updates to the WHS Management System to reflect key messages
- updates to the induction packages for compliance with key messages.

## Workers Compensation

This is reported in Section 2: Corporate Governance.

# WELLBEING

## Flexible Working Arrangements

The department aims to be an 'employer of choice' and provides flexible working arrangements for its employees to assist in achieving work-life balance. Flexible working arrangements include: job sharing; part-time hours, home-based work and flexible working hours.

Flexible work arrangements were continued in 2015-16, to allow a better balance between work and family responsibilities, to improve the attraction and retention of employees, and the improved delivery of services.

As at 30 June 2016, 32 employees were working under flexible working arrangements and eight worked from home.

## Employee Assistance Program

In 2015-16, the department continued to promote an Employee Assistance Program (EAP) to employees. On 1 October 2015 a new NTPS-wide Employee Assistance Program (EAP) contract became operational. This provides professional and confidential counselling services for employees for a range of issues including: personal and workplace relationships, health, depression, anxiety disorder, family disintegration, marital problems, alcohol and substance misuse and gambling and other addictions. Employees can access up to three free sessions across the NT with any of the six contracted external providers.

In 2015-16, the program was mainly used for management coaching and employee counselling services; 21 employees or their family members accessed this program at a total cost of \$39,060. The department will continue to maintain this program to support employees in their personal and professional challenges during 2016-17.

## Flu Vaccination Program

The flu vaccination program continued in 2015-16 as an initiative to help staff remain healthy and reduce the impact of seasonal flu in the workplace and home. Employees were offered the opportunity to receive the Trivalent Influenza (Flu) vaccination free of charge and 144 took advantage of this offer. In Darwin, the vaccinator attended the workplace and each participant (106) received a vaccination in private. In Katherine, nine staff took up the offer of having free vaccinations at a local health clinic and 18 Alice Springs-based staff were vaccinated at AZRI. One staff member working from home in Adelaide was also reimbursed for the cost of a vaccination.

**144 staff received flu vaccinations**

## Workstation Ergonomics

Studies have shown people with sittings jobs have twice the rate of cardiovascular disease as people with standing jobs. Some staff have opted to use 'sit-to-stand' workstations, which improve ergonomics in giving the flexibility of easily switching between sitting or standing to utilise computer workstations.

The department has purchased 38 sit-to-stand workstations since October 2014. The John England Building refurbishment incorporated height adjustable workstations. Other staff have selected electronic, height adjustable free-standing workstations.

## Yoga at Berrimah Farm

'Yogalates' started at Berrimah Farm in 2015. Two sessions were offered on Mondays and Thursdays, each lasting 30 minutes. Forty-four people signed up for the course, which was so successful, it has continued in 2016-17.

**Yogalates = Yoga + Pilates**

# EMPLOYMENT INSTRUCTIONS

Employment Instructions provide direction to agencies on human resource management matters. Under section 28 of the *Public Sector Employment and Management Act*, the department is required to report on the extent to which the Public Sector Principles have been upheld and the measures taken to uphold them. This information is presented in Appendix 2 in terms of the Commissioner's Employment Instructions.

# SUSTAINABILITY

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	Supporting the Community	129
	Engaging with the Community	131



New solar panels at the Darwin Aquaculture Centre will cut electricity usage by 20 per cent (Photo: Dave Wilson).

# FAST FACTS



**32** per cent reduction in  
**fuel** costs since 2013-14



**20** per cent reduction in  
**power** use at Darwin  
**Aquaculture** Centre



**10.3** per cent increase in 4-cylinder  
**vehicles** over last year



**Recycling** schemes  
**established**



Over **\$7,800** raised  
for **charity** by  
**Berrimah** Farm staff



**78** dogs, **four** cats,  
**one** wallaby and **two** turtles  
**evacuated** from  
**Nauiya** Nambiyu

# THE ENVIRONMENT

The department is committed to responsible business practices which are environmentally, economically and socially sustainable.

The department has a large footprint through its locations throughout the Territory. It continues to demonstrate its commitment to reducing its carbon footprint and impact on the environment through the delivery of several 'greening' initiatives.

## Energy efficiency

A 275 solar photovoltaic system (98 kW) was installed at the Darwin Aquaculture Centre to replace 20 per cent of its power demand. This will also save up to 10,000 kg of carbon emissions per month.

The refurbishment of the John England Building at Berrimah Farm incorporated a retrofit including energy efficiency techniques, utilising natural light and open floor design. Future Berrimah Farm building refurbishments will also adopt these energy efficiency techniques.

## Fleet management

Overall fleet levels increased during 2015-16 as a result of a switch from privately leased to NT Fleet-leased vehicles for the National Banana Freckle Eradication Program. These NT Fleet-leased vehicles will be returned when the program ends.

Conversely, fuel costs decreased in 2015-16 as a result of the phasing down of the National Banana Freckle Eradication Program and an increase in four cylinder vehicles contributing to improved fuel economy. Staff are encouraged to adopt efficient driving techniques.

**Table 5.1. Fleet Vehicle Statistics**

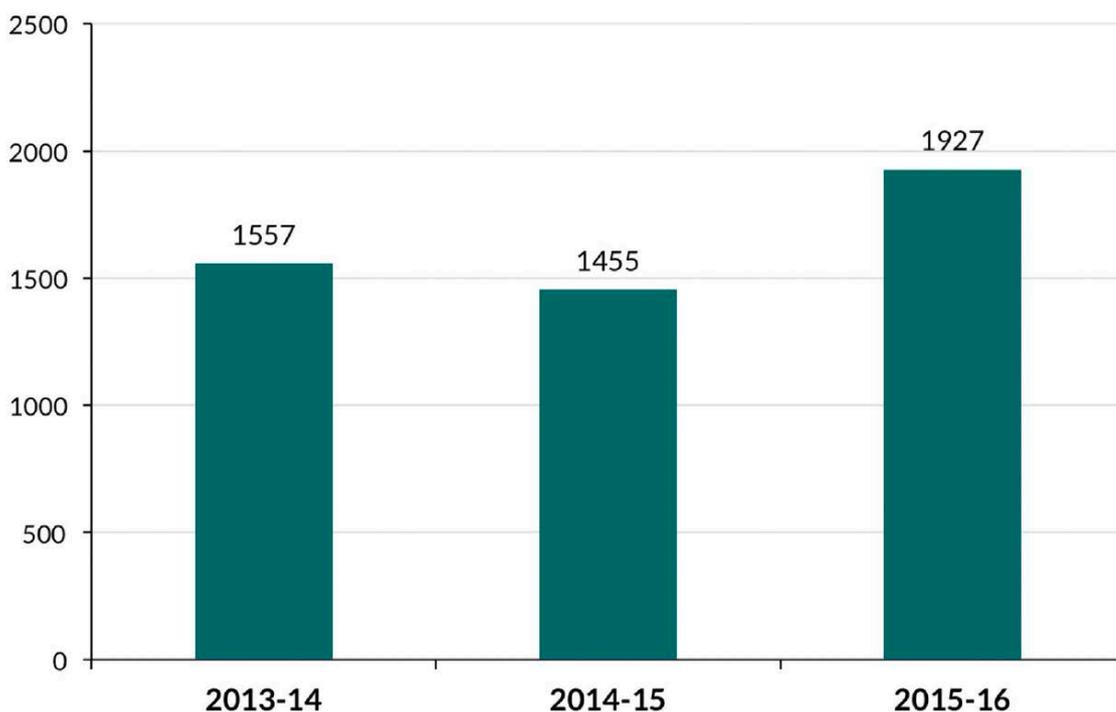
	2013-14	2014-15	2015-16
<b>Fuel Costs (\$)</b>	<b>325,464</b>	<b>379,982</b>	<b>257,694</b>
Reduction/increase over base year	Base year	14.5%	20.8%
Reduction/increase over previous year	Base year	14.5%	32.0%
<b>Lease Costs (\$)</b>	<b>1,081,580</b>	<b>1,064,227</b>	<b>1,180,240</b>
Reduction/increase over base year	Base year	1.60%	10.9%
Reduction/increase over previous year	Base year	1.60%	11.4%
<b>Total Vehicle Fleet</b>	<b>94</b>	<b>90</b>	<b>98</b>
4 Cylinder (%)	71	68	75
V8 (%)	23	22	22
4WD (%)	63	62	69
Diesel (%)	88.3	87.8	86.7

## Paper consumption

The department encourages staff to set printer default settings to black and white double-sided printing, use electronic filing in place of hard copy and view correspondence and publications online where possible. The department also uses recycled and carbon neutral (PEFC<sup>1</sup> certified<sup>1</sup>) paper.

Paper consumption increased in 2015-16 over lower levels in the two previous years. This is partly attributed to low ordering levels in 2014-15 as a result of excess stock being carried forward from 2013-14. An increase in the purchase of A3 paper as well as the printing of workshop papers and Regional Newsletters also contributed to the rise. Data on paper consumption includes the seven Divisions at Berrimah Farm and Shared Corporate Services in Centrepont.

**Figure 5.1. Paper Consumption (number of reams), Darwin region 2015-16**



## Recycling

The department provides recycling bins for secure documents, paper, cardboard and co-mingled recycling. General waste, wet and biohazard bins are also used. Staff are encouraged to recycle by having a dedicated recycling box beneath their desk. Printer toners and cartridges are also recycled through Close the Loop - Cartridges 4 Planet Ark and mobile phones are recycled through MobileMuster.

<sup>1</sup> PEFC is the program for endorsement of forest certification, for promoting sustainable forest management.

The following table provides the number of various recycling bins used in the main regional headquarters facilities of Berrimah Farm, Katherine Research Station and at the Arid Zone Research Institute, Alice Springs.

**Table 5.2. Number of Recycling Bins**

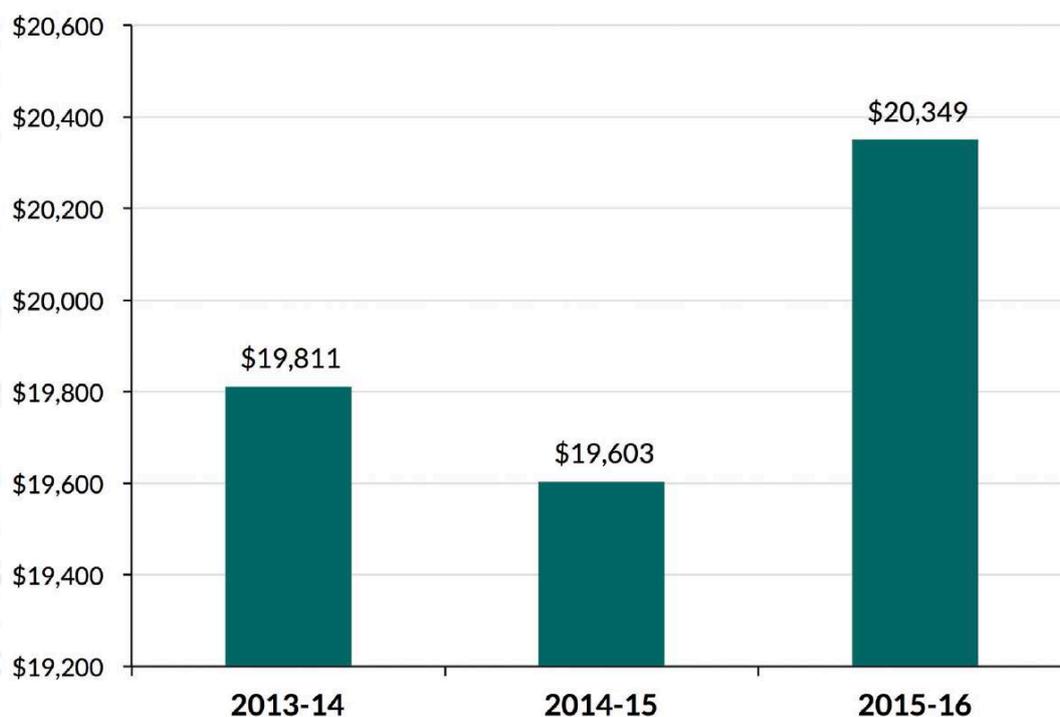
	Recycle	Confidential	Wet	General	Biohazard
Darwin*	14	16	3	0	2
AZRI	1	1	0	1	3
Katherine <sup>+</sup>	0	1	0	0	1

\* Darwin includes Berrimah Farm and Centrepoint (Corporate Services) only.

<sup>+</sup> There are no recycling facilities in Katherine and Tennant Creek; therefore, paper is shredded and used for other purposes such as packaging parcels/samples for transport. Confidential paper from Tennant Creek is shredded, bagged and taken to the recycle bins at AZRI, Alice Springs.

Recycling at Berrimah Farm increased in 2015-16 as a result of staff moving offices and general clean up days prior to the cyclone season. Data from regional areas is not available for 2015-16.

**Figure 5.2. Darwin Region Waste/Recycling (expenditure on bins)**



Note. Figures for recycling in the above graph include general waste.

At Berrimah Farm, 10 cent refundable bottles are collected at the 'BARC Hut' Social Club and proceeds go towards the Cancer Council NT.

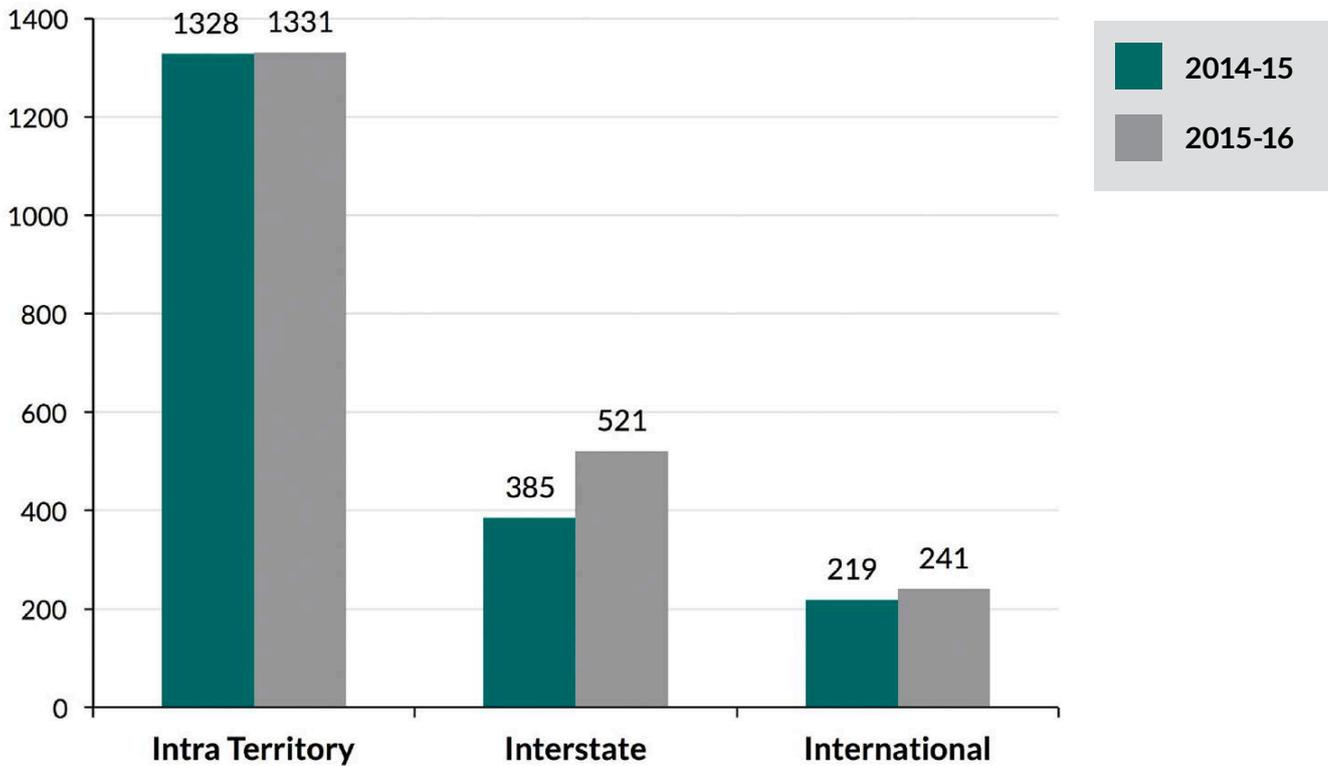
The project to increase Wi-Fi coverage across all departmental locations has assisted with the ongoing reduction of paper usage as employees can take laptops and tablets to meetings. A reduction in reliance on paper-based records should occur in 2016-17 following a decision to reduce production of hard copy file covers and encourage electronic file usage.

## Air travel

Intra Territory travel remained steady in 2015-16 compared to 2014-15; this is despite increased activity attributed to biosecurity incursions and the Central Australian horticulture program, so is considered a positive result. International travel also remained steady compared to the previous year.

Interstate travel increased in 2015-16. This year also saw an increase in recruitment from interstate.

**Figure 5.3. Travel (number of trips), 2014-15 and 2015-16**



Data from TRIPS report TR06: Travel Statistics.

## Videoconferencing

Upgraded videoconferencing facilities installed in Darwin and regional centres will reduce the need for intra and interstate travel. The videoconferencing units are able to accept calls from external parties so that the department can collaborate with partners in other jurisdictions and industry without the need for travel.

Microsoft Lync<sup>®</sup> software has also been successfully used by staff to communicate and collaborate across regions while sitting at their workstations. The software allows two-way and multiple communications using cameras connected to workstations.

## Sustainability Research

The department has a long history of working to develop sustainable agricultural and fishing industries and current activities are listed in Section 3: Performance Reporting. These projects are featured in more detail in the Annual Research Achievements and Fisheries Status Reports produced by the department every year.

## Animal Rescue

Animals at Nauiyu Nambiyu Community were rescued from Daly River floods by department staff. This story is featured overleaf on page 128.

## Fundraising

Departmental employees continued to support a number of charitable and social events throughout 2015-16. These also provide an important opportunity for staff to gather socially and contribute to the community.

**Table 5.3. Fundraising Events (held at Berrimah Farm unless indicated)**

Event (Timing)	Description	Raised For	Organised by
RSPCA Cupcake Day (August 2015)	A baked goods sale.	\$255 for the RSPCA.	Animal Welfare Branch
Odd Socks Day for Mental Health Week (October 2015)	Promoted social and emotional wellbeing.	\$185 for the Grown Program for mental wellbeing.	Melanie Hewton and Tania Moloney
Movember (November 2015)	An initiative of the Movember Foundation.	\$3,936 for men's health.	Scott Wauchope, Warren Hunt, Michael Daysh in Darwin and Pieter Conradie in Alice Springs.
Australia's Biggest Morning Tea (May and June 2016)	A morning tea with donations by participants.	\$445 to fund research, prevention and support programs.	Cancer Council
Relay for Life - Team UFO (Annual, ongoing)	An ongoing fundraising effort selling bacon and egg sandwiches, holding quiz nights and 10 cent bottle refunds.	\$3,000 approximately to fund research, prevention and support programs.	Cancer Council NT



**Figure 5.4. L to R: Team UFO Members Neville Hunt and Steve Davis (Photo: Christine Long)**

# 85 Pets saved from rising floodwaters



Figure 5.5. A modified crocodile trap was used for some of the evacuations

Over the 2015 Christmas holidays, while most people were enjoying celebrations, department staff swung into action to quickly rescue various animals threatened by rising floodwaters of the Daly River. Animals were removed from the Nauiyu Nambiyu Community, where heavy wet season rains upstream caused the river to flood.

A veterinarian assessed the health of the animals and tranquilised those in distress before they were placed in temporary kennels. The animals were housed on dry ground five miles away from the community for 18 days and veterinary care was provided twice weekly. Basic biosecurity practices were implemented to limit the potential spread of any disease throughout the kennels, with a dozen puppies vaccinated and wormed, and four dogs treated for wounds.

By 31 December, 85 animals had been evacuated, with 78 dogs, four cats, one wallaby and two turtles in care. The cats and wallaby were transferred to Darwin for ongoing care, while the turtles were returned to their owners.

The emergency response was officially called off on 15 January 2016 and the tally of efforts was impressive. The department coordinated the deployment of around 25 responders who dedicated over 1,000 hours, including a team of seven from the department's Animal Welfare Branch who contributed 350 hours to the operation. It was a team effort which saved the lives of many displaced animals.

Dogs were reunited with their owners when community members returned. Feedback from the community provided at a flood debrief meeting commended the role of the department in this effort.

## Dogs were reunited with their owners when community members returned.

# SUPPORTING THE COMMUNITY

## Sponsorship

The department endeavours to contribute to the community where possible, and does this through a range of activities including sponsorship, training programs and workshops. The industry and community organisations supported through sponsorships and grants and the wide range of activities covered, can be found at Appendix 3 Grants, Sponsorships and Programs.

## Northern Territory Recreational Fishing Awards 2015

The department was proud to sponsor the inaugural Northern Territory Recreational Fishing Awards 2015, run by the Amateur Fishermen's Association of the Northern Territory. The Award recognises individuals and organisations for their contribution to the conservation, restoration and enhancement of the Territory's recreational fisheries and their habitat.

The overall 2015 Award winner was: ABC Tales from the Tinny.

## XI International Mango Symposium

The department was a major sponsor of the XI International Mango Symposium 2015 held in Darwin and organised in partnership with the International Society for Horticultural Science.

The latest mango research and technology was showcased before more than 180 delegates from

around the globe. A highlight of the symposium was the field trips to the Darwin and Katherine mango growing regions where NT farmers had the opportunity to demonstrate their technology, management and operations of harvesting and mango packing technology in Australia.

Delegates gained valuable insight into the Australian mango industry, developed networking opportunities and have returned to their home countries armed with experiences to share with their like minded colleagues. Many delegates arrived early and/or stayed later to enjoy the Territory's outdoor experiences, with fishing and parks proving popular.

## Indigenous Marine Training Program

The department is expanding its Indigenous Marine Training Program by establishing training programs and facilities in Nhulunbuy to deliver training in maritime and seafood industries to Indigenous Territorians.

Delivered in collaboration with the Department of Education, Department of Business, Northern Territory Water Police, Nhulunbuy Regional High School, Aboriginal organisations, Indigenous Marine Ranger groups, Charles Darwin University and Australian Maritime and Fisheries Academy, the expanded program will deliver skills and experience to Aboriginal people to help them establish and operate their own small-scale seafood businesses.

To date, over 100 Marine Rangers from across the Territory have been trained in the Certificate II and III in Fisheries Compliance as well as the Certificate II in scientific measurement and analysis.

## SHE – Skilling Her Enterprise workshops

Research shows that Australian women are starting small businesses at twice the rate of men, and women contribute close to 50 per cent of the total output of farming communities. The department was proud to bring the 'SHE – Skilling Her Enterprise' workshops to the NT, in partnership with AgriFood Skills Solutions and industry associations such as NT Farmers and the NT Cattlemen's Association.

Held in Alice Springs, Katherine and Darwin and attended by women in agribusiness, the workshops focussed on building business, management and leadership skills, offered networking opportunities and provided participants access to the right resources to grow their business.

## Trepang (sea cucumber) harvest training

Nine people from the Warruwi community received training and advice from the Darwin Aquaculture Centre staff and Charles Darwin University researchers and trainers as part of a Certificate II in Aquaculture.

The training and teachings on harvesting and first stage processing techniques and gutting and boiling the trepang were recorded in local language to further encourage community members to engage with the program, adding to the sustainability of training in a range of skills being acquired and refined which communities can benefit from.

Trepang have been successfully harvested off Arnhem Land in a joint initiative between the Yagbani Aboriginal Corporation of South Goulburn Island and Tasmanian Seafoods.



**Figure 5.6. Eloise Wigger, Fisheries Division and Daisy Magumirri of the Warruwi community, prepare to release baby trepang near Goulburn Island. (Photo: Samantha Nowland)**

# ENGAGING WITH THE COMMUNITY



**Figure 5.7. Jodie Ward delivers a Rangeland Management Course in the Barkly Region (Photo: Casey Collier)**

The department undertook a range of community engagement activities during 2015-16 and the descriptions below demonstrate the breadth of these.

## Alice Springs Field Day

Forty-six participants representing 17 pastoral businesses and seven service agencies attended the 'Beefing up your grazing business for a better life' themed field day held at Alcoota Station in October 2015.

The Alice Springs team, in partnership with the Alice Springs Pastoral Industry Advisory Committee, ran the biennial field day with a full program of guest speakers and focused on controllable factors such as: cattle nutrition, selection of functional males and females, pregnancy diagnosis and marketing strategies.

## Nitrogen Management of Tropical Pasture Grasses Field Day

Nineteen participants comprising hay growers and contractors, agribusiness, pastoralists and primary producers attended the Nitrogen Management of Tropical Pasture Grasses Field Day at the Katherine Research Station (KRS) in November 2015. The Field Day showcased a variety of tropical grasses

currently being trialled at Katherine Research Station and presented results from a number of recent and past trials conducted by the department. There were also representatives of the NT Farmers Association and Charles Darwin University.

## Katherine Research Station Farm and Garden Day

The 22nd annual Farm and Garden Day at Katherine Research Station was attended by 1203 local pastoralists, horticulturalists, primary producers and backyard farmers in April 2016.

The day covered topics such as: new and developing technologies, recent water quality survey results, soil fertility and the importance of farm biosecurity practices. Twenty-five local primary producers were also on show and their engaging exhibits were well attended.

## Other Regions

Other Field Days were held throughout the year on a broad range of topics across the Territory, including at Beetaloo and Montejinni Stations, at Brunchilly Station and Old Man Plains Research Station (OMPRS) for the bull breeding producer demonstration site and two at OMPRS for the Producer Steer Challenge project.

## Shows

The department was a proud sponsor of the Royal Darwin Show, providing prizes for entries in the cattle competition section. Displays provided information about current key projects and programs, including: Banana Freckle, Browsing Ant, fishing controls, aquatic biosecurity, plant and animal biosecurity, animal welfare, livestock industries, plant industries and market and enterprise development.

The department also sponsored the Freds Pass and Alice Springs Shows, and participated in the Tennant Creek and Katherine Shows.

## Expos and Events

The Fisheries Division continued to educate and engage with a broad cross-sector of the community to promote sustainable fisheries management practices. These activities included:

Event (Timing)	Description	Partners / Organisers	Purpose
<b>Kids Fishing Clinic</b> (July 2015)	A fun education workshop aimed at the younger generation.	Palmerston Game Fishing Club	Promotion of sustainable fishing practices and fisheries management measures.
<b>Garma Festival</b> (July-August 2015)	A gathering focused on Indigenous people held in Arnhem Land.	Yothu Yindi Foundation	Promotion of Fisheries Indigenous engagement programs including new Indigenous fishing opportunities through Aboriginal Coastal Licences.
<b>Darwin Boat and Travel Expo</b> (September 2015)	Boating, outdoor and leisure expo.	Parks and Wildlife Commission NT, Department of Transport (Marine Safety)	Promotion of new management measures to recover at risk fish stocks.
<b>Defence Expo</b> (February 2016)	Aimed at newly arrived Defence personnel and their families.	Australian Defence Force	Distribution of recreational fishing information.
<b>Kids Fishing Clinic</b> (May 2016)	A fun education workshop aimed at the younger generation.	Groote Island Game Fishing Club	Promotion of sustainable fishing practices.
<b>Darwin 4WD, Boating and Camping Expo</b> (June 2016)	Boating, outdoor and leisure expo.	Parks and Wildlife Commission NT, Department of Transport (Marine Safety)	Promotion of sustainable fishing practices.



Figure 5.8. Kids Fishing Clinic - Palmerston Game Fishing Club (Photo: Peter Zeroni)

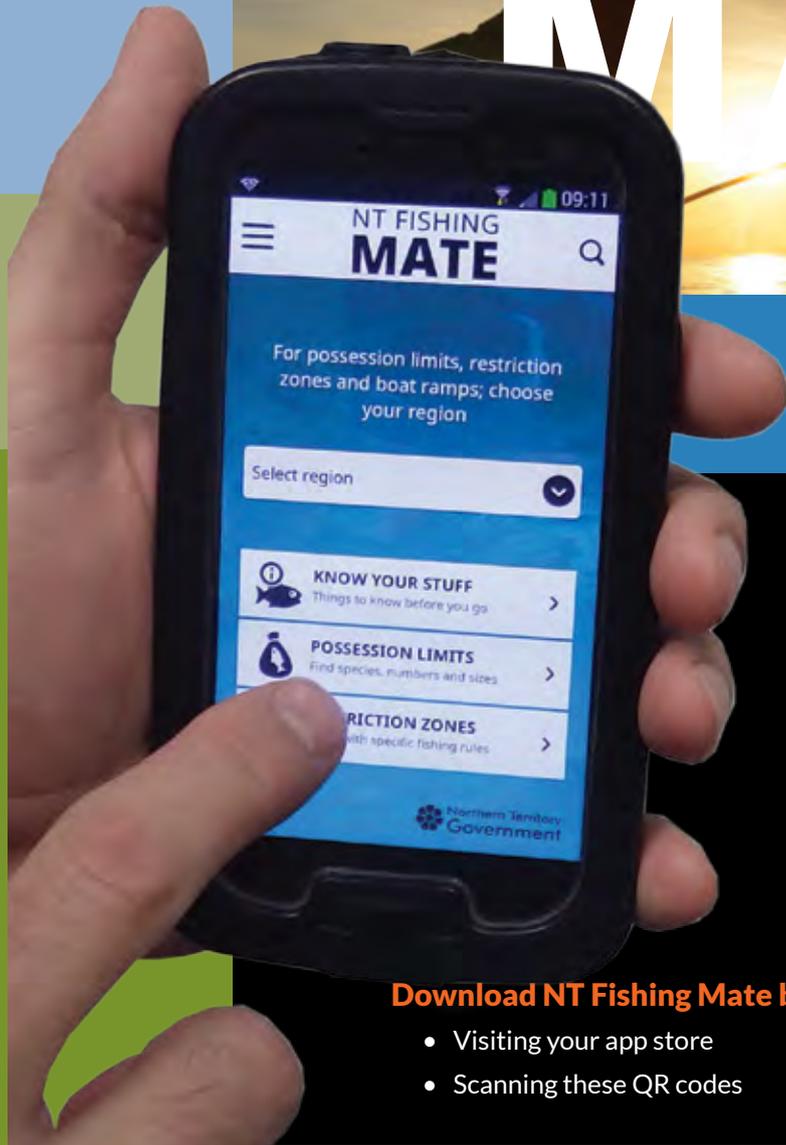
## Social Media

The department has a social media presence through Facebook and Youtube which is used as an informal avenue for engaging with the public. It enables the sharing of an exciting array of current activities as well as expanding the means in which it can provide educational content.

Launched in October 2014, the Fisheries NT Facebook page (@FisheriesNT) has over 4,400 'likes' and a stream of regular followers from the NT and around the world. It attracts around 20 new 'likes' each week and includes content about: aquatic resource management, recreational fishing, fisheries research, aquaculture, aquatic pest management, Indigenous development and data services. It promotes best practice and fisheries sustainability with topics generally based on what is trending in conventional media and what is being discussed in fishing circles. Posts often reflect the seasons, such as during run-off or when particular species are likely to be caught.

# Territory anglers use

# NT FISHING MATE



The *NT Fishing Mate* is an official NT Government app to make life simpler for anglers by offering a quick guide to the fishing rules and related information.

### Download it for free:

- Search for fish species, possession limits, general information and restriction zones
- Get notifications when you're approaching a restricted area
- Quickly report incidents such as fish kills, problem crocodiles, tagged fish recaptures, suspicious fishing activities, aquatic pests or ghost net(s).

### Download NT Fishing Mate by:

- Visiting your app store
- Scanning these QR codes



Figure 5.9. NT Fishing Mate App

# FINANCIAL REPORTING

# 6



# FINANCIAL STATEMENT OVERVIEW

## For the Year Ended 30 June 2016

The 2015-16 financial statements and notes for the Department of Primary Industry and Fisheries (the department) have been prepared on an accrual basis in accordance with the Australian Accounting Standards. The department's financial performance in 2015-16 and comparative financial information for 2014-15 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

## COMPREHENSIVE OPERATING STATEMENT - SUMMARY

	2015-16	2014-15	Variation
	\$000	\$000	\$000
Operating Income	59 957	66 927	(6 970)
Operating Expenses	71 528	67 039	4 489
<b>Net Operating Surplus/(Deficit)</b>	<b>(11 571)</b>	<b>(112)</b>	<b>(11 459)</b>
<b>Other Comprehensive Income</b>			
Asset Revaluation Reserve	18 990	0	18 990
Transfers from Reserves	30	2	28
<b>Total Other Comprehensive Income</b>	<b>19 020</b>	<b>2</b>	<b>19 018</b>
<b>COMPREHENSIVE RESULT</b>	<b>7 449</b>	<b>(110)</b>	<b>7 559</b>

The Comprehensive Operating Statement details the department's financial performance on income and expenditure for the year by detailing the sources and nature of same. The net deficit for the year is calculated by subtracting the expenses from income.

The operating net deficit of \$11.57 million in 2015-16, compared to a \$0.11 million deficit in 2014-15 is largely due to the timing of reimbursements from the Commonwealth relating to expenditure incurred by the department responding to the National Banana Freckle Eradication Program (NBFEP). In addition to this, the department also recorded a

one-off expense of approximately \$1.6 million to transfer cash balances from the operating account to the Accountable Officer's Trust Account (AOTA) relating to the NT Fishing Industry Research and Development Trust Fund (NTFIRDTF) to align with amended requirements under the *NT Fisheries Act*.

The significant movement in the department's comprehensive result to the net operating deficit in 2015-16 in comparison to 2014-15 was due to revaluations of land and buildings held by the department being carried out in 2015-16. Further details are set out in Note 10 of the Financial Statements.

## OPERATING INCOME

	2015-16	2014-15	Variation
	\$000	\$000	\$000
Current Grants and Subsidies	3 360	2 293	1 067
Output Appropriation	44 250	41 609	2 641
Commonwealth Appropriation	652	10 455	(9 803)
Sales of Goods and Services	7 282	7 101	181
Goods and Services received free of charge	2 127	2 112	15
Gain on Disposal of Assets	43	43	0
Other Income	2 243	3 314	(1 071)
<b>TOTAL INCOME</b>	<b>59 957</b>	<b>66 927</b>	<b>(6 970)</b>

The department's principal source of revenue sourced through Northern Territory Parliamentary appropriation and classified as Output Appropriation, was \$44.25 million or 74 per cent of total income in 2015-16. A further \$2.7 million was received in grants from other jurisdictions as part of the cost sharing arrangements for expenditure incurred by the NT for the NBFEP. The \$0.65 million received through Commonwealth Appropriation is for expenditure incurred for responses to other pest incursions in the NT. A further \$8.23 million was generated through the Sales of Goods and Services, Fees and grant funding from Commonwealth, State Agencies and private research and development corporations/organisations, including proceeds from the sales of assets. In addition to this, and included under Goods and Services, is \$2 million received from the Department of Mines and Energy (DME) for the provision of corporate services.

Included in the department's total income is \$2.13 million of notional income for services received free of charge from the Department of Corporate and Information Services (DCIS) which is fully negated by an offsetting expense classified under Administrative Expenses. This relates to centralised corporate services for the processing of accounts

payable, payroll and property management services so as to project the true cost of the department delivering its programs and services.

The decrease in income in 2015-16 of \$6.97 million, is primarily due to timing of payments from the Commonwealth to reimburse the department for expenditure incurred for the national response to the NBFEP. In addition to this, other funding for research projects from the Commonwealth, State Agencies and private research and development corporations/organisations also decreased in 2015-16.

The decreases above were offset to some extent by an increase in Output Appropriation which mainly related to funding for the NBFEP and other pest incursions in the NT, additional funding for the Indigenous Marine Rangers program and the Central Australian Horticultural Development Program (CAHDP). Grants also increased in 2015-16, largely due to timing of payments from other jurisdictions relating to the cost sharing arrangements for the NBFEP.

Details of department income from Sales of Goods and Services and Other Income can be found in Note 6 of the Financial Statements.

## OPERATING EXPENSES

	2015-16	2014-15	Variation
	\$000	\$000	\$000
<b>Employee Expenses</b>	36 022	37 396	(1 374)
<b>Administrative Expenses</b>			
Purchase of Goods and Services	24 534	19 403	5 131
Repairs and Maintenance	3 716	3 441	275
Depreciation	3 248	3 133	115
Goods and Services free of charge	2 127	2 112	15
Other Administrative Expenses	0	(11)	11
<b>Grants and Subsidies Expenses</b>			
Current Grants	1 881	1 565	316
<b>TOTAL EXPENSES</b>	<b>71 528</b>	<b>67 039</b>	<b>4 489</b>

In 2015-16, employee expenses accounted for just over 50 per cent of the department's total expenditure and purchases of goods and services accounted for just over 34 per cent. Payments of grants and repairs and maintenance (R&M) are the other major expenses incurred by the department, with non-cash transactions relating to depreciation and notional DCIS charges, making up the balance.

### EMPLOYEE EXPENSES

The decrease in employee expenses in 2015-16 compared to 2014-15, is primarily due to the winding down of the labour intensive phase of the NBFEP. This significant decrease was offset by other significant increases, including pay rises relating to the Northern Territory Public Sector (NTPS) Enterprise Agreement, additional resources required to respond to other pest incursions such as the Cucumber Green Mottle Mosaic Virus (CGMMV) and Asian Honey Bee and additional resources required for the CAHDP.

### PURCHASE OF GOODS AND SERVICES

The significant increase in goods and services expenses in 2015-16 compared to 2014-15 is largely due to a number of payments for owner reimbursement costs relating to the NBFEP and a one-off expense to transfer cash balances from the operating account to the AOTA relating to the NTFIRDTF to align with amended requirements under the *NT Fisheries Act*.

### GRANTS

The increase in grant expenses primarily relates to a higher uptake of the CGMMV Interest Rate Subsidy Scheme in 2015-16.

Details of expenditure relating to Purchases of Goods and Services can be found in Note 7 while Grant payments are set out in Appendix 3.

## BALANCE SHEET - SUMMARY

	2015-16	2014-15	Variation
	\$000	\$000	\$000
Assets	102 073	81 753	20 320
Liabilities	16 847	10 957	5 890
<b>EQUITY</b>	<b>85 226</b>	<b>70 796</b>	<b>14 430</b>

The Balance Sheet details the department's financial position on assets, liabilities and equity at balance date.

### ASSETS

Of the department's total assets in 2015-16, \$92.52 million, or 91 per cent, relates to its holding on property, plant and equipment. The remaining assets comprise of advances, cash deposits, receivables and prepayments.

The increase in total assets in 2015-16 compared to 2014-15 is primarily due to an \$18.99 million increase in the value of land and buildings held by the department following revaluations carried out in 2015-16. The uptake of the NT Farm Finance: Concessional Loans Scheme (NTFFCLS) also increased in 2015-16 by \$5.09 million.

The increases detailed above were marginally offset by a decrease of \$2.99 million in cash and deposits held and a decrease in receivables of \$0.59 million.

Further details on assets can be found in Notes 8, 9, and 10 with details on the AOTA in Note 22.

### LIABILITIES

Of the department's total liabilities in 2015-16, \$6.32 million relates to advances for the NTFFCLS and \$5.64 million relates to provisions for employee leave entitlements. The remaining liabilities comprise of unearned revenue, accounts payable and deposits held. Further details on liabilities can be found in Notes 12, 13, 14 and 15.

The increase in total liabilities in 2015-16 compared to 2014-15 is primarily due to advances received from the Commonwealth in relation to the NTFFCLS. Deposits held also increased due to the transfer of cash balances from the operating account to the AOTA relating to the NTFIRDTF.

The increases detailed above were marginally offset by a decrease in accounts payable.

A positive equity position indicates that the department has sufficient assets to cover liabilities.

## STATEMENT OF CHANGES IN EQUITY - SUMMARY

	2015-16	2014-15	Variation
	\$000	\$000	\$000
<b>Balance of Equity at 1 July</b>	<b>70 796</b>	<b>69 308</b>	
Net Equity Injections/(Withdrawals)	6 981	1 598	
Asset Revaluation Reserve	18 990	0	
Accumulated Funds	(11 541)	(110)	
<b>BALANCE OF EQUITY AT 30 JUNE</b>	<b>85 226</b>	<b>70 796</b>	<b>14 430</b>

The Statement of Changes in Equity reflects movements in equity balances during the year.

The increase in equity from 2014-15 to 2015-16 of \$14.43 million was a result of the following movements:

- The purchase of plant and equipment of \$0.77 million;
- The capitalisation of minor new works of \$2.21 million;
- Equity injection of \$4 million;
- Revaluations of land and buildings of \$18.99 million;
- Minor adjustments relating to prior year corrections of \$30 000; and
- A net operating deficit of \$11.57 million.

## STATEMENT OF CASH FLOWS - SUMMARY

	2015-16	2014-15	Variation
	\$000	\$000	\$000
<b>Cash at 1 July</b>	<b>5 155</b>	<b>2 585</b>	<b>2 570</b>
Receipts	60 359	66 917	(6 558)
Payments	(69 085)	(64 260)	(4 825)
Proceeds from the Sale of Assets	0	51	(51)
Purchase of Assets	(864)	(472)	(392)
Net Deposits Received	1 823	60	1 763
Repayment of Advances	1 223	0	1 223
Repayment of Borrowings	(1 223)	0	(1 223)
Advances Payments	(6 320)	(1 220)	(5 100)
Proceeds of Borrowings	6 320	1 220	5 100
Net Equity Injections/(Withdrawals)	4 771	274	4 497
<b>CASH AT 30 JUNE</b>	<b>2 159</b>	<b>5 155</b>	<b>(2 996)</b>

The Cash Flow Statement provides information on the movement of cash in and out of the department during the year. The cash balance of \$2.16 million at year end predominantly relates to the NTFIRDTF held in the AOTA.

Figures in the Cash Flow Statement vary from those in the Comprehensive Operating Statement as the Cash Flow Statement includes only cash transactions, whereas the Operating Statement

includes non-cash items such as depreciation, annual non-cash adjustments to employee entitlements and services received free of charge from DCIS.

The variation in the cash held at the end of the financial year between 2015-16 and 2014-15 is primarily due to the timing of payments from the Commonwealth relating to the NBFEP.

Further details on the Cash Flow Statement can be found in Note 17.

# CERTIFICATION OF THE FINANCIAL STATEMENTS

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

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2016 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



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**Alister Trier**

**CHIEF EXECUTIVE OFFICER**

*26 August 2016*



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**Karen Simpson**

**CHIEF FINANCE OFFICER**

*26 August 2016*

# COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2016

	Note	2016 \$000	2015 \$000
<b>INCOME</b>			
<b>Grants and subsidies revenue</b>			
Current		3 360	2 293
<b>Appropriation</b>			
Output		44 250	41 609
Commonwealth		652	10 455
Sales of goods and services	6	7 282	7 101
Goods and services received free of charge <sup>1</sup>	4	2 127	2 112
Gain on disposal of assets	5	43	43
Other income	6	2 243	3 314
<b>TOTAL INCOME</b>	<b>3</b>	<b>59 957</b>	<b>66 927</b>
<b>EXPENSES</b>			
Employee expenses		36 022	37 396
<b>Administrative expenses</b>			
Purchases of goods and services	7	24 534	19 403
Repairs and maintenance		3 716	3 441
Depreciation and amortisation	10	3 248	3 133
Goods and services free of charge <sup>1</sup>		2 127	2 112
Other administrative expenses		0	(11)
<b>Grants and subsidies expenses</b>			
Current		1 881	1 565
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>71 528</b>	<b>67 039</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(11 571)</b>	<b>(112)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to net surplus/(deficit)</b>			
Changes in asset revaluation surplus		18 990	0
Transfers from Reserves		30	2
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>19 020</b>	<b>2</b>
<b>COMPREHENSIVE RESULT</b>		<b>7 449</b>	<b>(110)</b>

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

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

# BALANCE SHEET

As at 30 June 2016

	Note	2016	2015
		\$000	\$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and deposits	8	2 159	5 155
Receivables	9	1 053	1 648
Prepayments		27	54
Advances paid	13	6 317	1 220
<b>Total Current Assets</b>		<b>9 556</b>	<b>8 077</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	10	92 517	73 676
<b>Total Non-Current Assets</b>		<b>92 517</b>	<b>73 676</b>
<b>TOTAL ASSETS</b>		<b>102 073</b>	<b>81 753</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Deposits held	22	2 069	246
Payables	12	703	1 888
Advances received	13	6 317	1 220
Provisions	14	3 870	3 724
Other liabilities	15	2 119	2 112
<b>Total Current Liabilities</b>		<b>15 078</b>	<b>9 190</b>
<b>Non-Current Liabilities</b>			
Provisions	14	1 769	1 767
<b>Total Non-Current Liabilities</b>		<b>1 769</b>	<b>1 767</b>
<b>TOTAL LIABILITIES</b>		<b>16 847</b>	<b>10 957</b>
<b>NET ASSETS</b>		<b>85 226</b>	<b>70 796</b>
<b>EQUITY</b>			
Capital		72 530	65 549
Reserves	16	52 274	33 284
Accumulated funds		(39 578)	(28 037)
<b>TOTAL EQUITY</b>		<b>85 226</b>	<b>70 796</b>

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

# STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2016

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
<b>2015-16</b>					
<b>ACCUMULATED FUNDS</b>					
Accumulated funds		(30 422)	(11 571)	0	(41 993)
Transfers from reserves		2 385	30	0	2 415
		(28 037)	(11 541)	0	(39 578)
<b>RESERVES</b>					
Asset revaluation reserve	16	33 284	18 990	0	52 274
		33 284	18 990	0	52 274
<b>CAPITAL - TRANSACTIONS WITH OWNERS</b>					
<b>Equity injections</b>					
Capital appropriation		14 452	0	771	15 223
Equity transfers in		83 373	0	2 210	85 583
Other equity injections		7 165	0	4 000	11 165
<b>Total equity injections</b>		<b>104 990</b>	<b>0</b>	<b>6 981</b>	<b>111 971</b>
<b>Equity withdrawals</b>					
Capital withdrawal		(22 928)	0	0	(22 928)
Equity transfers out		(16 513)	0	0	(16 513)
<b>Total equity withdrawals</b>		<b>(39 441)</b>	<b>0</b>	<b>0</b>	<b>(39 441)</b>
		65 549	0	6 981	72 530
<b>TOTAL EQUITY AT END OF FINANCIAL YEAR</b>		<b>70 796</b>	<b>7 449</b>	<b>6 981</b>	<b>85 226</b>

# STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2016

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
<b>2014-15</b>					
<b>ACCUMULATED FUNDS</b>					
Accumulated funds		(30 310)	(112)	0	(30 422)
Transfers from reserves		2 383	2	0	2 385
		(27 927)	(110)	0	(28 037)
<b>RESERVES</b>					
Asset revaluation reserve	16	33 284	0	0	33 284
		33 284	0	0	33 284
<b>CAPITAL – TRANSACTIONS WITH OWNERS</b>					
<b>Equity injections</b>					
Capital appropriation		14 178	0	274	14 452
Equity transfers in		82 049	0	1 324	83 373
Other equity injections		7 165	0		7 165
<b>Total equity injections</b>		<b>103 392</b>	<b>0</b>	<b>1 598</b>	<b>104 990</b>
<b>Equity withdrawals</b>					
Capital withdrawal		(22 928)	0	0	(22 928)
Equity transfers out		(16 513)	0	0	(16 513)
<b>Total equity withdrawals</b>		<b>(39 441)</b>	<b>0</b>	<b>0</b>	<b>(39 441)</b>
		63 951	0	1 598	65 549
<b>TOTAL EQUITY AT END OF FINANCIAL YEAR</b>		<b>69 308</b>	<b>(110)</b>	<b>1 598</b>	<b>70 796</b>

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

# CASH FLOW STATEMENT

For the year ended 30 June 2016

	Note	2016	2015
		\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>OPERATING RECEIPTS</b>			
Grants and subsidies received			
Current		3 360	2 293
Appropriation			
Output		44 250	41 609
Commonwealth		652	10 455
Receipts from sales of goods and services		12 097	12 560
<b>TOTAL OPERATING RECEIPTS</b>		<b>60 359</b>	<b>66 917</b>
<b>OPERATING PAYMENTS</b>			
Payments to employees		(36 641)	(37 203)
Payments for goods and services		(30 563)	(25 492)
Grants and subsidies paid			
Current		(1 881)	(1 565)
<b>TOTAL OPERATING PAYMENTS</b>		<b>(69 085)</b>	<b>(64 260)</b>
<b>NET CASH FROM/(USED IN) OPERATING ACTIVITIES</b>	<b>17</b>	<b>(8 726)</b>	<b>2 657</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>INVESTING RECEIPTS</b>			
Proceeds from asset sales	5	0	51
Repayment of advances	13	1 223	0
<b>TOTAL INVESTING RECEIPTS</b>		<b>1 223</b>	<b>51</b>
<b>INVESTING PAYMENTS</b>			
Purchases of assets		(864)	(472)
Advances payments	13	(6 320)	(1 220)
<b>TOTAL INVESTING PAYMENTS</b>		<b>(7 184)</b>	<b>(1 692)</b>
<b>NET CASH FROM/(USED IN) INVESTING ACTIVITIES</b>		<b>(5 961)</b>	<b>(1 641)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>FINANCING RECEIPTS</b>			
Proceeds of borrowings	13	6 320	1 220
Deposits received		1 823	60
Equity injections			
Capital appropriation		771	274
Other equity injections		4 000	0
<b>TOTAL FINANCING RECEIPTS</b>		<b>12 914</b>	<b>1 554</b>
<b>FINANCING PAYMENTS</b>			
Repayment of borrowings	13	(1 223)	0
<b>TOTAL FINANCING PAYMENTS</b>		<b>(1 223)</b>	<b>0</b>
<b>NET CASH FROM/(USED IN) FINANCING ACTIVITIES</b>		<b>11 691</b>	<b>1 554</b>
Net increase/(decrease) in cash held		(2 996)	2 570
Cash at beginning of financial year		5 155	2 585
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>8</b>	<b>2 159</b>	<b>5 155</b>

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

# NOTES TO THE FINANCIAL STATEMENTS

## For the year ended 30 June 2016

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# 1. OBJECTIVES AND FUNDING

The Department of Primary Industry and Fisheries (the department) works closely with industry partners to deliver programs and services that support the economic growth and viability of existing and emerging primary industries and fisheries. The department adopts a strategic approach to food industry development with a focus on growing enterprises, markets and investment.

The department supports government priorities around regional and Indigenous economic development. The department also delivers quality research programs to support industry development, while resource and product integrity programs ensure quality assurance and sustainability for industries and stakeholders.

Additional information in relation to the department and its principal activities can be found in Section 3: Performance Reporting in this Annual Report.

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

## Output Groups/Outputs:

### **Food Industry Development**

- Market and Enterprise Development
- Plant Industries Development
- Livestock Industries Development
- Major Economic Projects

### **Resource and Product Integrity**

- Biosecurity and Animal Welfare
- Fisheries

### **Water Testing Services**

- Water Testing Services

### **Corporate and Governance**

- Corporate and Governance
- Shared Services Provided

## 2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

### a) Statement of Compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act* and related Treasurer's Directions. The *Financial Management Act* requires the Department of Primary Industry and Fisheries to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of department financial statements is to include:

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

### b) Basis of Accounting

The financial statements have been prepared using the accrual basis of accounting, which recognises the effect of financial transactions and events when they occur, rather than when cash is paid out or received. As part of the preparation of the financial statements, all intra department transactions and balances have been eliminated.

Except where stated, the financial statements have also been prepared in accordance with the historical cost convention.

The form of the department financial statements is also consistent with the requirements of Australian Accounting Standards. The effects of all relevant new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated.

The following new and revised accounting standards and interpretations were effective for the first time in 2015-16:

**AASB 1048 Interpretation of Standards** This reflects amended versions of Interpretations arising in relation to amendments to AASB 9 Financial Instruments and consequential amendments arising from the issuance of AASB 15 Revenue from Contracts with Customers. The standard does not impact the financial statements.

**AASB 2013-9 Amendments to Australian Accounting Standards [Part C Financial Instruments]** Part C of this Standard amends AASB 9 Financial Instruments to add Chapter 6 Hedge accounting and makes consequential amendments to AASB 9 and numerous other Standards. The standard does not impact the financial statements.

**AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9** This Standard makes amendments to AASB 9 Financial Instruments (December 2009) and AASB 9 Financial Instruments (December 2010). These amendments arise from the issuance of AASB 9 Financial Instruments in December 2014. The standard does not impact the financial statements.

**AASB 2015-3 Amendments to Australian Accounting Standards arising from the withdrawal of AASB 1031 Materiality** The standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing the standard to effectively be withdrawn. The standard does not impact the financial statements.

**AASB 2014-1 Amendments to Australian Accounting Standards (Part E - Financial Instruments)** Part E of this Standard defers the application date of AASB 9 Financial Instruments to annual reporting periods beginning on or after 1 January 2018. The standard does not impact the financial statements.

The following standards and interpretations are likely to have an insignificant impact on the financial statements for future reporting periods, but the exact impact is yet to be determined:

Standard/Interpretation	Effective for annual reporting periods beginning on or after
AASB 9 Financial Instruments (December 2014), AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)	1 January 2018
AASB 15 Revenue from Contracts with Customers, AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	1 January 2018
AASB 1056 Superannuation Entities	1 July 2016
AASB 14 Regulatory Deferral Accounts	1 January 2016
AASB 1057 Application of Accounting Standards	1 January 2016
AASB 2014-1 Amendments to Australian Accounting Standards [Part D Consequential arising from AASB 14 Regulatory Deferral Accounts]	1 January 2016
AASB 2014-3 Amendments to Australian Accounting Standards - Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11]	1 January 2016
AASB 2014-16 Amendments to Australian Accounting Standards - Agriculture: Bearer Plants [AASB 101, 116, 117, 123, 136, 140 and 141]	1 January 2016
AASB 2015-5 Amendments to Australian Accounting Standards - Investment Entities: Applying the Consolidation Exception [AASB 10, 12 and 128]	1 January 2016
AASB 2015-9 Amendments to Australian Accounting Standards - Scope and Application Paragraphs [AASB 8, 133 and 1057]	1 January 2016
AASB 2015-10 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128	1 January 2016
AASB 2016-1 Amendments to Australian Accounting Standards - Recognition of Deferred Tax Assets for Unrealised Losses [AASB 112]	1 January 2017

The following standards and interpretations are expected to have a potential impact on the financial statements for future reporting periods:

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Impact
AASB 2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 and 1049]	1 July 2016	New note disclosure to include remuneration of Key Management Personnel (KMP) and related party transactions

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Impact
2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107	1 January 2017	New disclosure on the reconciliation of the changes in liabilities arising from financing activities
AASB 16 Leases	1 January 2019	Reclassification of operating leases greater than 12 months to finance lease reporting requirements
AASB 9 Financial Instruments	1 January 2018	Simplified requirements for classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier as opposed to only when incurred
AASB 15 Revenue from Contracts with Customers	1 January 2018	Requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer
AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]	1 January 2018	Amends various AAS's to reflect the deferral of the mandatory application date of AASB 9
AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 and AASB 138]	1 January 2016	Provides additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated and clarifies that the use of revenue-based methods to calculate the depreciation of an asset is not appropriate
AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	1 January 2017	Amends the measurement of trade receivables and the recognition of dividends
AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9	1 January 2018	Amends various AAS's to reflect the changes as a result of AASB 9
AASB 2014 -9 Amendments to Australian Accounting Standards - Equity Method in Separate Financial Statements [AASB 1, 127 and 128]	1 January 2016	Allows an entity to account for investments in subsidiaries, joint ventures and associates in its separate financial statement at cost or using the equity method
AASB 2015-1 Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-14 Cycle [AASB 1, 2, 3,5, 7, 11, 110, 119, 121, 133, 134, 137 and 140]	1 January 2016	The amendments include AASB 5 change in methods of disposal; AASB 7 Servicing contracts and applicability of the amendments to AASB 7 to condensed interim financial statements; AASB 119 Discount rate: regional market issue and AASB 134 Disclosure of information 'elsewhere in the interim financial report'

## c) Reporting Entity

The financial statements cover the department as an individual reporting entity.

The department is a Northern Territory department established under the *Interpretation Act Administrative Arrangements Order*.

The principal place of business of the department is: Berrimah Farm on Makagon Road, Berrimah NT 0828.

## d) Department and Territory Items

The financial statements of the department include income, expenses, assets, liabilities and equity over which the department has control (department items). Certain items, while managed by the department, are controlled and recorded by the Territory rather than the department (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

### CENTRAL HOLDING AUTHORITY

The Central Holding Authority is the 'parent body' that represents the Government's ownership interest in Government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the Government and managed by departments on behalf of the Government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the department's financial statements.

## e) Comparatives

Where necessary, comparative information for the 2014-15 financial year has been reclassified to provide consistency with current year disclosures.

## f) Presentation and Rounding of Amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero.

Figures in the financial statements and notes may not equate due to rounding.

## g) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2015-16 as a result of management decisions.

## h) Accounting Judgments and Estimates

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

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

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

- Employee Benefits – Note 2(t) and Note 14: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Property, Plant and Equipment – Note 2(p): The fair value of land, building, infrastructure and property, plant and equipment are determined on significant assumptions of the exit price and risks in the perspective market participant, using the best information available.

- Contingent Liabilities – Note 20: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses – Note 2(n), Note 9: Receivables and Note 18: Financial Instruments. The allowance represents debts that are likely to be uncollectible and are considered doubtful. Debtors are grouped according to their aging profile and history of previous financial difficulties.
- Depreciation and Amortisation – Note 2(l), Note 10: Property, Plant and Equipment, and Note 11: Fair Value Measurement of Non Financial Assets.

## i) Goods and Services Tax

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Balance Sheet.

Cash flows are included in the Cash Flow Statement on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified.

## j) Income Recognition

Income encompasses both revenue and gains.

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

### GRANTS AND OTHER CONTRIBUTIONS

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the department obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

### APPROPRIATION

Output appropriation is the operating payment to each department for the outputs they provide and is calculated as the net cost of department outputs after taking into account funding from department income. It does not include any allowance for major non-cash costs such as depreciation.

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

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

### SALE OF GOODS

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

- the significant risks and rewards of ownership of the goods have transferred to the buyer;

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

### RENDERING OF SERVICES

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

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

### GOODS AND SERVICES RECEIVED FREE OF CHARGE

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

### DISPOSAL OF ASSETS

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

### CONTRIBUTIONS OF ASSETS

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

## k) Repairs and Maintenance Expense

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

## l) Depreciation and Amortisation Expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2016	2015
Buildings	50 years	50 years
Infrastructure Assets	16-25 years	16-25 years
Plant and Equipment	10 years	10 years

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

## m) Cash and Deposits

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash. Cash at bank includes monies held in the Accountable Officer's Trust Account (AOTA) that are ultimately payable to the beneficial owner – refer also to Note 22: Accountable Officer's Trust Account.

## n) Receivables

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

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

Accounts receivable are generally settled within 90 days.

## o) Prepayments

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

## p) Property, Plant and Equipment

### ACQUISITIONS

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

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

### COMPLEX ASSETS

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

### SUBSEQUENT ADDITIONAL COSTS

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

### CONSTRUCTION (WORK IN PROGRESS)

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

## q) Revaluations and Impairment

### REVALUATION OF ASSETS

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

- land;
- buildings;
- infrastructure assets.

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

### IMPAIRMENT OF ASSETS

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

Non-current physical and intangible department assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an indicator of impairment exists, the department determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent that an available balance exists in the asset revaluation surplus.

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

## r) Leased Assets

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

### OPERATING LEASES

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

## s) Payables

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

## t) Employee Benefits

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

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

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

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

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

## u) Superannuation

Employees' superannuation entitlements are provided through the:

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

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

## v) Contributions by and Distributions to Government

The department may receive contributions from Government where the Government is acting as owner of the department. Conversely, the department may make distributions to Government. In accordance with the *Financial Management Act* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, Government. These designated contributions and distributions are treated by the department as adjustments to equity.

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

## w) Commitments

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

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

## x) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and liabilities are recognised on the Balance Sheet when the department becomes a party to the contractual provisions of the financial instrument. The department's financial instruments include cash and deposits; receivables; advances paid; payables and advances received.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments Presentation. These include statutory receivables arising from taxes including GST and penalties.

### CLASSIFICATION OF FINANCIAL INSTRUMENTS

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

Financial assets are classified into the following categories:

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

Financial liabilities are classified into the following categories:

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

### FINANCIAL ASSETS OR FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

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

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

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or
- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

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

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.
- Financial liabilities at fair value through profit or loss include deposits held excluding statutory deposits, accounts payable and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

### LOANS AND RECEIVABLES

For details refer to Note 2 (n), but exclude statutory receivables.

### FINANCIAL LIABILITIES AT AMORTISED COST

Financial instrument liabilities measured at amortised cost include all advances received, finance lease liabilities and borrowings. Amortised cost is calculated using the effective interest method.

Note 18: Financial Instruments provides additional information on financial instruments.

## y) Fair Value Measurement

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

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

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

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

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

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

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

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

**Level 3** – inputs are unobservable.

Note 11 provides additional information on fair value measurement.

### 3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Food Industry Development		Resource and Product Integrity		Water Testing Services		Corporate and Governance		Total	
		2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>											
Grants and subsidies revenue											
Current		533	294	2 827	1 999	0	0	0	0	3 360	2 293
Appropriation											
Output		18 599	17 862	19 149	17 325	95	252	6 407	6 170	44 250	41 609
Commonwealth		0	0	652	10 455	0	0	0	0	652	10 455
Sales of goods and services	6	2 169	1 495	1 165	1 351	1 884	2 153	2 064	2 102	7 282	7 101
Goods and services received free of charge <sup>1</sup>	4	860	854	776	771	85	84	406	403	2 127	2 112
Gain on disposal of assets	5	0	0	43	43	0	0	0	0	43	43
Other income	6	1 725	2 093	498	1 196	0	0	20	25	2 243	3 314
<b>TOTAL INCOME</b>		<b>23 886</b>	<b>22 598</b>	<b>25 110</b>	<b>33 140</b>	<b>2 064</b>	<b>2 489</b>	<b>8 897</b>	<b>8 700</b>	<b>59 957</b>	<b>66 927</b>
<b>EXPENSES</b>											
Employee expenses		14 234	13 408	14 463	17 098	1 340	1 338	5 985	5 552	36 022	37 396
Administrative expenses											
Purchases of goods and services	7	6 386	6 559	15 296	10 210	892	854	1 960	1 780	24 534	19 403
Repairs and maintenance		1 732	1 604	1 405	1 301	131	121	448	415	3 716	3 441
Depreciation and amortisation	10	1 559	1 515	1 189	1 146	131	122	369	350	3 248	3 133
Goods and services free of charge <sup>1</sup>		859	854	776	771	85	84	407	403	2 127	2 112
Other administrative expenses		0	(3)	0	(3)	0	(2)	0	(3)	0	(11)
Grants and subsidies expenses											
Current		715	437	1 120	1 126	0	1	46	1	1 881	1 565
<b>TOTAL EXPENSES</b>		<b>25 485</b>	<b>24 374</b>	<b>34 249</b>	<b>31 649</b>	<b>2 579</b>	<b>2 518</b>	<b>9 215</b>	<b>8 498</b>	<b>71 528</b>	<b>67 039</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(1 599)</b>	<b>(1 776)</b>	<b>(9 139)</b>	<b>1 491</b>	<b>(515)</b>	<b>(29)</b>	<b>(318)</b>	<b>202</b>	<b>(11 574)</b>	<b>(112)</b>
<b>OTHER COMPREHENSIVE INCOME</b>											
Items that will not be reclassified to net surplus/(deficit)											
Changes in asset revaluation surplus		17 748	0	1 242	0	0	0	0	0	18 990	0
Transfer from Reserves		30	0	0	0	0	0	0	2	30	2
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>17 778</b>	<b>0</b>	<b>1 242</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>19 020</b>	<b>2</b>
<b>COMPREHENSIVE RESULT</b>		<b>16 179</b>	<b>(1 776)</b>	<b>(7 897)</b>	<b>1 491</b>	<b>(515)</b>	<b>(29)</b>	<b>(318)</b>	<b>204</b>	<b>7 449</b>	<b>(110)</b>

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

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

## 4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2016	2015
	\$000	\$000
Inter-department notional service revenue/charge (Department of Corporate and Information Services)	2 127	2 112
	<b>2 127</b>	<b>2 112</b>

## 5. GAIN ON DISPOSAL OF ASSETS

Net proceeds from the disposal of non-current assets	0	51
Less: Carrying value of non-current assets disposed	0	(8)
<b>Gain on the disposal of non-current assets</b>	<b>0</b>	<b>43</b>
<b>Proceeds from sale of minor assets</b>	<b>43</b>	<b>0</b>
<b>TOTAL GAIN ON DISPOSAL OF ASSETS</b>	<b>43</b>	<b>43</b>

## 6. SALES OF GOODS AND SERVICES AND OTHER INCOME

The net surplus/(deficit) has been arrived at after receiving the following income:

	2016	2015
	\$000	\$000
<b>Sales of Goods and Services:</b>		
Service Level Agreement – Department of Mines and Energy	2 009	2 052
Research farms – sales of livestock and produce	1 913	1 185
Water analysis testing	1 848	2 108
Darwin Aquaculture Centre revenue	187	1
Livestock export and diagnostic testing	148	279
Cadets, Apprentices and Graduates Program	62	51
Other charges	237	421
	<b>6 404</b>	<b>6 097</b>
<b>Fees from Regulatory Services</b>		
Fisheries Licence Fees	628	872
Biosecurity Fees	250	132
	<b>878</b>	<b>1 004</b>
<b>TOTAL SALES OF GOODS AND SERVICES</b>	<b>7 282</b>	<b>7 101</b>
<b>Other Income:</b>		
Private research and development organisations	2 200	3 281
General provisions	43	33
<b>TOTAL OTHER INCOME</b>	<b>2 243</b>	<b>3 314</b>
<b>GRAND TOTAL</b>	<b>9 525</b>	<b>10 415</b>

## 7. PURCHASES OF GOODS AND SERVICES

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

	2016	2015
	\$000	\$000
<b>Goods and services expenses:</b>		
Consultants <sup>(1)</sup>	1 094	754
Advertising <sup>(2)</sup>	75	178
Marketing and promotion <sup>(3)</sup>	88	146
Document production	23	164
Legal expenses <sup>(4)</sup>	210	45
Recruitment <sup>(5)</sup>	88	28
Training and study	297	392
Official duty fares	563	539
Travelling allowance	337	287
Other Expenses	21 759	16 870
	<b>24 534</b>	<b>19 403</b>

<sup>(1)</sup> Includes marketing, promotion and IT consultants.

<sup>(2)</sup> Does not include recruitment, advertising or marketing and promotion advertising.

<sup>(3)</sup> Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

<sup>(4)</sup> Includes legal fees, claim and settlement costs.

<sup>(5)</sup> Includes recruitment-related advertising costs.

## 8. CASH AND DEPOSITS

	2016	2015
	\$000	\$000
Cash on hand	20	9
Cash at bank	2 139	5 146
	<b>2 159</b>	<b>5 155</b>

## 9. RECEIVABLES

Current		
Accounts receivable	563	755
Less: Allowance for impairment losses	(21)	(25)
	<b>542</b>	<b>730</b>
GST receivables	267	762
Other receivables	244	156
	<b>511</b>	<b>918</b>
<b>TOTAL RECEIVABLES</b>	<b>1 053</b>	<b>1 648</b>

## 10. PROPERTY, PLANT AND EQUIPMENT

	2016	2015
	\$000	\$000
<b>Land</b>		
At fair value	34 680	30 765
<b>Buildings</b>		
At fair value	148 136	129 619
Less: Accumulated depreciation	(93 935)	(89 725)
	54 201	39 894
<b>Infrastructure</b>		
At fair value	478	224
Less: Accumulated depreciation	(58)	(44)
	420	180
<b>Construction (Work in Progress)</b>		
At capitalised cost	1	0
<b>PLANT AND EQUIPMENT</b>		
At fair value	8 519	7 654
Less: Accumulated depreciation	(6 007)	(5 635)
Less: Accumulated impairment losses	(12)	(8)
	2 500	2 011
<b>Computer Hardware</b>		
At fair value	273	273
Less: Accumulated depreciation	(263)	(252)
	10	21
<b>Transport Equipment</b>		
At fair value	3 272	3 272
Less: Accumulated depreciation	(2 567)	(2 467)
	705	805
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>92 517</b>	<b>73 676</b>

### PROPERTY, PLANT AND EQUIPMENT VALUATIONS

The latest revaluations as at 30 June 2016 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 11: Fair Value Measurement of Non-Financial Assets for additional disclosures.

### IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT

Department property, plant and equipment assets were assessed for impairment as at 30 June 2016. As a result of this review \$4 239.96 of impairment losses were recognised against Plant and Equipment. Impairment losses were expensed.

## 2016 PROPERTY, PLANT AND EQUIPMENT RECONCILIATIONS

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2015-16 is set out below:

	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant and Equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2015	30 765	39 894	180	0	2 011	21	805	73 676
Additions	0	1 953	254	0	865	0	0	3 072
Disposals	0	0	0	0	0	0	0	0
Depreciation	0	(2 751)	(14)	0	(372)	(11)	(100)	(3 248)
Additions/(Disposals) from asset transfers	0	0	0	1	0	0	0	1
Revaluation increments/(decrements)	3 915	15 105	0	0	0	0	0	19 020
Impairment losses	0	0	0	0	(4)	0	0	(4)
<b>Carrying Amount as at 30 June 2016</b>	<b>34 680</b>	<b>54 201</b>	<b>420</b>	<b>1</b>	<b>2 500</b>	<b>10</b>	<b>705</b>	<b>92 517</b>

## 2015 PROPERTY, PLANT AND EQUIPMENT RECONCILIATIONS

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2014-15 is set out below:

	Land	Buildings	Infrastructure	Plant and Equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2014	30 765	41 302	107	2 662	38	154	75 028
Additions	0	1 232	79	(288)	0	761	1 784
Disposals	0	0	0	0	0	(8)	(8)
Depreciation	0	(2 640)	(6)	(363)	(17)	(107)	(3 133)
Additions/(Disposals) from asset transfers	0	0	0	11	0	0	11
Revaluation increments/(decrements)	0	0	0	(4)	0	5	1
Impairment losses	0	0	0	(7)	0	0	(7)
<b>Carrying Amount as at 30 June 2015</b>	<b>30 765</b>	<b>39 894</b>	<b>180</b>	<b>2 011</b>	<b>21</b>	<b>805</b>	<b>73 676</b>

## 11. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

### a) Fair Value Hierarchy

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

	Level 1	Level 2	Level 3	Total Fair Value
	\$000	\$000	\$000	\$000
<b>2015-16 Asset Classes</b>				
Land (Note 10)			34 680	34 680
Buildings (Note 10)			54 201	54 201
Infrastructure (Note 10)			420	420
Plant and Equipment (Note 10)			3 216	3 216
<b>Total</b>			<b>92 517</b>	<b>92 517</b>
<b>2014 -15 Asset Classes</b>				
Land (Note 10)			30 765	30 765
Buildings (Note 10)			39 894	39 894
Infrastructure (Note 10)			180	180
Plant and Equipment (Note 10)			2 837	2 837
<b>Total</b>			<b>73 676</b>	<b>73 676</b>

There were no transfers between Level 1 and Levels 2 or 3 during 2015-16.

### b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2015-16 are:

	Level 3 Techniques
<b>Asset Classes</b>	
Land	Market
Buildings	Cost
Infrastructure	Cost
Plant and Equipment	Cost

Territory Property Consultants Pty Ltd provided valuations for the land and building.

Level 3 fair values of land were based on Active market comparison approach which seeks to determine the current value of an asset by reference to recent comparable transactions involving sale of similar assets.

Level 3 fair values of specialised buildings and infrastructure were determined by computing their depreciated replacement costs because an active market does not exist for such facilities. The depreciated replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

## c) Additional Information for Level 3 Fair Value Measurements

### (I) RECONCILIATION OF RECURRING LEVEL 3 FAIR VALUE MEASUREMENTS

	Land	Buildings	Infrastructure	Plant and Equipment	Total
	\$000	\$000	\$000	\$000	\$000
<b>2015-16</b>					
Fair value as at 1 July 2015	30 765	39 894	180	2 837	73 676
Additions	0	1 953	254	866	3 073
Disposals	0	0	0	0	0
Depreciation	0	(2 751)	(14)	(483)	(3 248)
Gains/(losses) recognised in net surplus/(deficit)	0	0	0	(4)	(4)
Gains/(losses) recognised in other comprehensive income	3 915	15 105	0	0	19 020
<b>Fair value as at 30 June 2016</b>	<b>34 680</b>	<b>54 201</b>	<b>420</b>	<b>3 216</b>	<b>92 517</b>
<b>2014-15</b>					
Fair value as at 1 July 2014	30 765	41 302	107	2 854	75 028
Additions	0	1 232	79	484	1 795
Disposals	0	0	0	(8)	(8)
Depreciation	0	(2 640)	(6)	(487)	(3 133)
Gains/(losses) recognised in net surplus/(deficit)	0	0	0	(7)	(7)
Gains/(losses) recognised in other comprehensive income	0	0	0	1	1
<b>Fair value as at 30 June 2015</b>	<b>30 765</b>	<b>39 894</b>	<b>180</b>	<b>2 837</b>	<b>73 676</b>

### (II) SENSITIVITY ANALYSIS

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

## 12. PAYABLES

	2016	2015
	\$000	\$000
Accounts payable	448	774
Accrued expenses	255	1 114
<b>TOTAL PAYABLES</b>	<b>703</b>	<b>1 888</b>

## 13. BORROWINGS AND ADVANCES

Current		
<b>Borrowings as at 1 July</b>	<b>(1 220)</b>	<b>0</b>
Proceeds of borrowings	(6 320)	(1 220)
Repayment of borrowings	1 223	0
<b>Borrowings as at 30 June</b>	<b>(6 317)</b>	<b>(1 220)</b>
<b>Advances as at 1 July</b>	<b>1 220</b>	<b>0</b>
Advances payments	6 320	1 220
Repayment of advances	(1 223)	0
<b>Advances as at 30 June</b>	<b>6 317</b>	<b>1 220</b>

## 14. PROVISIONS

	2016	2015
	\$000	\$000
<b>Current</b>		
<b>Employee benefits</b>		
Recreation leave	2 637	2 421
Leave loading	528	471
Airfares	47	122
Other employee benefits	118	100
On-Cost	540	610
	<b>3 870</b>	<b>3 724</b>
<b>Non Current</b>		
<b>Employee benefits</b>		
Recreation leave	1 769	1 767
	<b>1 769</b>	<b>1 767</b>
<b>TOTAL PROVISIONS</b>	<b>5 639</b>	<b>5 491</b>

The department employed 343 employees as at 30 June 2016 (331 employees as at 30 June 2015).

## 15. OTHER LIABILITIES

<b>Current</b>		
Unearned Revenue	2 119	2 112
<b>TOTAL OTHER LIABILITIES</b>	<b>2 119</b>	<b>2 112</b>

## 16. RESERVES

### Asset Revaluation Surplus

#### (I) NATURE AND PURPOSE OF THE ASSET REVALUATION SURPLUS

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

#### (II) MOVEMENTS IN THE ASSET REVALUATION SURPLUS

	2016	2015
	\$000	\$000
<b>Balance as at 1 July</b>	<b>33 284</b>	<b>33 284</b>
Increment/(decrement) – land	3 885	0
Increment/(decrement) – buildings	15 105	0
<b>Balance as at 30 June</b>	<b>52 274</b>	<b>33 284</b>

## 17. NOTES TO THE CASH FLOW STATEMENT

### Reconciliation of Cash

The total of department 'Cash and deposits' recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

#### Reconciliation of Net Surplus/(Deficit) to Net Cash from Operating Activities

NET SURPLUS/(DEFICIT)	(11 571)	(112)
Non-cash items:		
Depreciation and amortisation	3 248	3 133
Asset write-offs/write-downs	4	7
(Gain)/Loss on disposal of assets	0	(43)
Repairs and maintenance – Minor New Work	0	2
Changes in assets and liabilities:		
Decrease/(Increase) in receivables	595	(620)
Decrease/(Increase) in prepayments	27	(11)
(Decrease)/Increase in payables	(1 184)	(41)
(Decrease)/Increase in provision for employee benefits	198	20
(Decrease)/Increase in other provisions	(49)	(5)
(Decrease)/Increase in other liabilities	6	327
<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>(8 726)</b>	<b>2 657</b>

## 18. FINANCIAL INSTRUMENTS

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

### a) Categorisation of Financial Instruments

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

2015-16 Categorisation of Financial Instruments				
	Fair value through profit or loss	Financial Assets - Loans and receivables	Financial Liabilities - amortised cost	Total
	Designated at fair value			
	\$000	\$000	\$000	\$000
Cash and deposits	2 159	0	0	2 159
Receivables <sup>1</sup>	0	786	0	786
Advances paid	0	6 317	0	6 317
<b>Total Financial Assets</b>	<b>2 159</b>	<b>7 103</b>	<b>0</b>	<b>9 262</b>
Payables <sup>1</sup>	704	0	0	704
Advances received	0	0	6 317	6 317
<b>Total Financial Liabilities</b>	<b>704</b>	<b>0</b>	<b>6 317</b>	<b>7 021</b>

<sup>1</sup>Total amounts disclosed here exclude statutory amounts

2014 15 Categorisation of Financial Instruments				
	Fair value through profit or loss	Financial Assets - Loans and receivables	Financial Liabilities - amortised cost	Total
	Designated at fair value			
	\$000	\$000	\$000	\$000
Cash and deposits	5 155	0	0	5 155
Receivables <sup>1</sup>	0	886	0	886
Advances paid	0	1 220	0	1 220
<b>Total Financial Assets</b>	<b>5 155</b>	<b>2 106</b>	<b>0</b>	<b>7 261</b>
Payables <sup>1</sup>	1 888	0	0	1 888
Advances received	0	0	1 220	1 220
<b>Total Financial Liabilities</b>	<b>1 888</b>	<b>0</b>	<b>1 220</b>	<b>3 108</b>

<sup>1</sup>Total amounts disclosed here exclude statutory amounts

## b) Credit Risk

The department has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to Government, the department has adopted a policy of only dealing with credit worthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the department's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

### RECEIVABLES

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and aging analysis of receivables is presented below.

INTERNAL RECEIVABLES	Aging of Receivables	Aging of Impaired Receivables	Net Receivables
	\$000	\$000	\$000
<b>2015-16</b>			
Not overdue	141	0	141
Overdue for less than 30 days	2	0	2
Overdue for 30 to 60 days	1	0	1
Overdue for more than 60 days	5	0	5
<b>Total</b>	<b>149</b>	<b>0</b>	<b>149</b>
<b>2014 15</b>			
Not overdue	135	0	135
Overdue for less than 30 days	0	0	0
Overdue for 30 to 60 days	38	0	38
Overdue for more than 60 days	0	0	0
<b>Total</b>	<b>173</b>	<b>0</b>	<b>173</b>

EXTERNAL RECEIVABLES	Aging of Receivables	Aging of Impaired Receivables	Net Receivables
	\$000	\$000	\$000

### 2015-16

Not overdue	316	0	316
Overdue for less than 30 days	32	0	32
Overdue for 30 to 60 days	7	0	7
Overdue for more than 60 days	60	(21)	39
<b>Total</b>	<b>415</b>	<b>(21)</b>	<b>394</b>

### RECONCILIATION OF THE ALLOWANCE FOR IMPAIRMENT LOSSES

Opening	25	
Written off during the year	0	
Recovered during the year	0	
Increase/(Decrease) in allowance recognised in profit or loss	(4)	
<b>Total</b>	<b>21</b>	

### 2014-15

Not overdue	482	0	482
Overdue for less than 30 days	75	0	75
Overdue for 30 to 60 days	12	(12)	0
Overdue for more than 60 days	13	(13)	0
<b>Total</b>	<b>582</b>	<b>(25)</b>	<b>557</b>

### RECONCILIATION OF THE ALLOWANCE FOR IMPAIRMENT LOSSES

Opening	45	
Written off during the year	(2)	
Recovered during the year	0	
Increase/(Decrease) in allowance recognised in profit or loss	(18)	
<b>Total</b>	<b>25</b>	

## c) Liquidity Risk

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

The following tables detail the department's remaining contractual maturity for its financial assets and liabilities.

2016 Maturity analysis for financial assets and liabilities									
	Variable Interest Rate			Fixed Interest Rate			Non-Interest Bearing	Total	Weighted Average
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	%
<b>ASSETS</b>									
Cash and deposits							2 159	2 159	
Receivables							786	786	
Advances paid							6 317	6 317	
<b>Total Financial Assets</b>							<b>9 262</b>	<b>9 262</b>	
<b>LIABILITIES</b>									
Payables							703	703	
Advances received							6 317	6 317	
<b>Total Financial Liabilities</b>							<b>7 020</b>	<b>7 020</b>	

## 2015 Maturity analysis for financial assets and liabilities

	Variable Interest Rate			Fixed Interest Rate			Non-Interest Bearing	Total	Weighted Average
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	%
<b>ASSETS</b>									
Cash and deposits							5 155	5 155	
Receivables							886	886	
Advances paid							1 220	1 220	
<b>Total Financial Assets</b>							<b>7 261</b>	<b>7 261</b>	
<b>LIABILITIES</b>									
Payables							1 888	1 888	
Advances received							1 220	1 220	
<b>Total Financial Liabilities</b>							<b>3 108</b>	<b>3 108</b>	

### d) Market Risk

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

#### (I) INTEREST RATE RISK

The department is not exposed to interest rate risk as department financial assets and financial liabilities are non-interest bearing.

#### (II) PRICE RISK

The department is not exposed to price risk as it does not hold units in unit trusts.

#### (III) CURRENCY RISK

The department is not exposed to currency risk as it does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

## e) Net Fair Value

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost.

For financial instruments measured and disclosed at fair value, the following table groups the instruments based on the level of inputs used.

2016	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$000	\$000	\$000	\$000	\$000
<b>Financial Assets</b>					
Cash and deposits	2 159	2 159	0	0	2 159
Receivables	786	786	0	0	786
Advances paid	6 317	6 317	0	0	6 317
<b>Total Financial Assets</b>	<b>9 262</b>	<b>9 262</b>	<b>0</b>	<b>0</b>	<b>9 262</b>
<b>Financial Liabilities</b>					
Payables	703	703	0	0	703
Advances received	6 317	6 317	0	0	6 317
<b>Total Financial Liabilities</b>	<b>7 020</b>	<b>7 020</b>	<b>0</b>	<b>0</b>	<b>7 020</b>

2015	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$000	\$000	\$000	\$000	\$000
<b>Financial Assets</b>					
Cash and deposits	5 155	5 155	0	0	5 155
Receivables	886	886	0	0	886
Advances paid	1 220	1 220	0	0	1 220
<b>Total Financial Assets</b>	<b>7 261</b>	<b>7 261</b>	<b>0</b>	<b>0</b>	<b>7 261</b>
<b>Financial Liabilities</b>					
Payables	1 888	1 888	0	0	1 888
Advances received	1 220	1 220	0	0	1 220
<b>Total Financial Liabilities</b>	<b>3 108</b>	<b>3 108</b>	<b>0</b>	<b>0</b>	<b>3 108</b>

The net fair value of cash, deposits, receivables, advances and payables are based on market value.

There were no changes in valuation techniques during the period.

## 19. COMMITMENTS

### (I) CAPITAL EXPENDITURE COMMITMENTS

Capital expenditure commitments primarily related to the construction of plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:

	2016		2015	
	Internal	External	Internal	External
	\$000	\$000	\$000	\$000
Within one year	0	59	0	52
	<b>0</b>	<b>59</b>	<b>0</b>	<b>52</b>

### (II) OPERATING LEASE COMMITMENTS

The department leases property under non-cancellable operating leases expiring at various dates. Leases generally provide the department with a right of renewal at which time all lease terms are renegotiated. The department also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	982	14	814	36
Later than one year and not later than five years	1 413	10	1 208	15
Later than five years	390	0	47	0
	<b>2 785</b>	<b>24</b>	<b>2 069</b>	<b>51</b>

### (III) OTHER EXPENDITURE COMMITMENTS

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	0	1 640	0	1 599
	<b>0</b>	<b>1 640</b>	<b>0</b>	<b>1 599</b>

## 20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The department had no contingent liabilities or contingent assets as at 30 June 2016 or 30 June 2015.

## 21. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

## 22. ACCOUNTABLE OFFICER'S TRUST ACCOUNT

In accordance with section 7 of the *Financial Management Act*, an Accountable Officer's Trust Account has been established for the receipt of money to be held in trust. A summary of activity is shown below:

Nature of Trust Money	Opening Balance 1 July 2015	Receipts	Payments	Closing Balance 30 June 2016
Northern Territory Fishing Industry Research and Development Trust Fund (NTFIRDTF)	0	1 844	0	1 844
Employee Award Scheme	69	12	(7)	74
NT Seafood Council	140	196	(214)	122
Miscellaneous	37	0	(8)	29
	246	2 052	(229)	2 069

## 23. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

	DEPARTMENT		DEPARTMENT		TERRITORY ITEMS		TERRITORY ITEMS	
	2016	No. of Trans.	2015	No. of Trans.	2016	No. of Trans.	2015	No. of Trans.
	\$000		\$000		\$000		\$000	
<b>Write offs, Postponements and Waivers Under the Financial Management Act Represented by:</b>								
Amounts written off, postponed and waived by Delegates								
Irrecoverable amounts payable to the Territory or the department written off	0	0	2	2	0	0	0	0
Public property written off	4	1	7	16	0	0	0	0
<b>Total Written Off, Postponed and Waived by Delegates</b>	<b>4</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Gifts Under the Financial Management Act	0	0	0	0	0	0	0	0
Gifts Authorised Under Other Legislation	0	0	0	0	0	0	0	0
Ex Gratia Payments Under the Financial Management Act	0	0	0	0	0	0	0	0

## 24. BUDGETARY INFORMATION

	2015-16	2015 -16		
COMPREHENSIVE OPERATING STATEMENT	Actual	Original Budget	Variance	Note
	\$000	\$000	\$000	
<b>INCOME</b>				
<b>Grants and subsidies revenue</b>				
Current	3 360	7 357	(3 997)	1
<b>Appropriation</b>				
Output	44 250	43 162	1 088	2
Commonwealth	652	0	652	3
Sales of goods and services	7 282	6 946	336	4
Goods and services received free of charge	2 127	1 761	366	5
Gain on disposal of assets	43	0	43	
Other income	2 243	1 264	979	6
<b>TOTAL INCOME</b>	<b>59 957</b>	<b>60 490</b>	<b>(533)</b>	
<b>EXPENSES</b>				
Employee expenses	36 022	33 831	2 191	7
<b>Administrative expenses</b>				
Purchases of goods and services	24 534	17 180	7 354	8
Repairs and maintenance	3 716	4 138	(422)	9
Depreciation and amortisation	3 248	3 101	147	
Goods and services free of charge	2 127	1 761	366	5
<b>Grants and subsidies expenses</b>				
Current	1 881	1 915	(34)	10
<b>TOTAL EXPENSES</b>	<b>71 528</b>	<b>61 926</b>	<b>9 602</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(11 571)</b>	<b>(1 436)</b>	<b>(10 135)</b>	<b>11</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified to net surplus/(deficit)</b>				
Changes in asset revaluation surplus	18 990	0	18 990	12
Transfers from Reserves	30	0	30	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>19 020</b>	<b>0</b>	<b>19 020</b>	
<b>COMPREHENSIVE RESULT</b>	<b>7 449</b>	<b>(1 436)</b>	<b>8 885</b>	

## Notes:

The following note descriptions relate to variances greater than 10 per cent or \$0.2 million, or where multiple significant variances have occurred. The original published budget was revised during 2015-16 which impacted on some variations.

1. The final estimate for Current Grants was \$2.08 million due to a transfer of estimated income between Revenue Categories to more accurately reflect actual income under the appropriate categories. Actuals exceeded this revised estimate by \$1.28 million primarily due to the timing of payments from other jurisdictions relating to the cost sharing arrangements for the NBFEP (\$0.89M) and payments from the Commonwealth Department of Agriculture and Water Resources for an ongoing project in East Kalimantan (\$0.33M). Additional funding from the Indigenous Land Corporation for research projects also exceeded final estimates by \$50 000.
2. Output appropriation has increased by \$1.01 million largely due to additional funding of \$1.53 million primarily to cover expenses associated with pest incursions including the NBFEP, CGMMV and the Asian Honey Bee. This additional funding was offset by a transfer of \$0.52 million to Capital Appropriation for the purchase of capital equipment including a grader and video conferencing equipment.
3. The final estimate for Commonwealth appropriation was \$9.73 million. The significant variation was due to timing of payments from the Commonwealth to reimburse the NT for expenses incurred relating to the NBFEP.
4. The original estimate was revised up to \$7.67 million for Sales of Goods and Services, resulting in an underachievement against this estimate of \$0.39 million which was across a number of fees and charges, but predominantly related to water testing and fisheries fees and charges.
5. Goods and services received free of charge relating to DCIS centralised corporate services for the processing of accounts payable, payroll and property management increased by \$0.37 million due to a higher use of these services.
6. The original estimate for other income was revised up to \$2.45 million. Actuals were under this estimate by \$0.21 million largely due to timing of payments from external funding organisations for research projects.
7. The original estimate for employee expenses was revised up to \$35.79 million primarily due to additional funds received for pest incursions and the finalisation of agreements with external funding organisations. The actuals exceeded the revised budget by \$0.23 million, largely due to non-cash expenses relating to the reconciliation of staff leave provisions.
8. The original budget for the purchase of goods and services was revised up to \$24.22 million. The increase in the budget estimate by \$7.04 million was a result of a number of adjustments including increased budget in line with an increase in estimated revenue for the NBFEP, external funding bodies and cattle sales of \$5.56 million; \$1.3 million unspent funds carried forward from 2014-15; \$0.73 million in NT appropriation to respond to pest incursions. These increases were offset by a number of adjustments between categories of costs.

The actuals exceeded the revised budget by \$0.31 million largely due to a one off expense of \$1.6 million to transfer cash balances from the operating account to the AOTA relating to the NTFIRDTF which was offset by under expenditure against research projects funded by external funding organisations. These unspent funds are committed to ongoing projects and will be carried forward to 2016-17.
9. The original budget for repairs and maintenance was revised down to \$3.76 million due to the transfer of uncommitted funds to Capital Appropriation for the purchase of capital equipment for the Research Farms.
10. The original budget for current grants was revised up to \$2.22 million to align with anticipated grant payments. The under expenditure against budget of \$0.34 million was primarily due to a lesser take up than expected of the CGMMV Interest Rate Subsidy Scheme in 2015-16.
11. The variations to the budget during 2015-16 resulted in a revised estimated deficit of \$3.03 million. The significant variation of \$8.54 million against the revised budget predominantly relates to timing of payments from the Commonwealth relating to the NBFEP.
12. The variation was due to an increase in the value of land and buildings held by the department following revaluations carried out in 2015-16.

	2015-16	2015 -16		
BALANCE SHEET	Actual	Original Budget	Variance	Note
	\$000	\$000	\$000	
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	2 159	3 922	(1 763)	1
Receivables	1 053	1 030	23	
Advances paid	6 317	15 000	(8 683)	2
Prepayments	27	43	(16)	
<b>Total current assets</b>	<b>9 556</b>	<b>19 995</b>	<b>(10 439)</b>	
<b>Non-current assets</b>				
Property, plant and equipment	92 517	71 318	21 199	3
<b>Total non-current assets</b>	<b>92 517</b>	<b>71 318</b>	<b>21 199</b>	
<b>TOTAL ASSETS</b>	<b>102 073</b>	<b>91 313</b>	<b>10 760</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Deposits held	2 069	186	1 883	4
Payables	703	1 931	(1 228)	5
Advances received	6 317	15 000	(8 683)	2
Provisions	3 870	3 654	216	6
Other liabilities	2 119	1 786	333	7
<b>Total current liabilities</b>	<b>15 078</b>	<b>22 557</b>	<b>(7 479)</b>	
<b>Non-current liabilities</b>				
Provisions	1 769	1 822	(53)	
<b>Total non-current liabilities</b>	<b>1 769</b>	<b>1 822</b>	<b>(53)</b>	
<b>TOTAL LIABILITIES</b>	<b>16 847</b>	<b>24 379</b>	<b>(7 532)</b>	
<b>NET ASSETS</b>	<b>85 226</b>	<b>66 934</b>	<b>18 292</b>	
<b>EQUITY</b>				
Capital	72 530	66 230	6 300	8
Reserves	52 274	33 284	18 990	9
Accumulated funds	(39 578)	(32 580)	(6 998)	10
<b>TOTAL EQUITY</b>	<b>85 226</b>	<b>66 934</b>	<b>18 292</b>	

## Notes:

The following note descriptions relate to variances greater than 10 per cent or \$0.2 million, or where multiple significant variances have occurred. The original published budget was revised during 2015-16 which decreased variations significantly.

1. The variation against estimated cash was largely a result of timing of payments from the Commonwealth relating to the NBFEP.
2. The uptake of the NTFFCLS was lower than anticipated.
3. Primarily due to an increase in the value of land and buildings held by the department following revaluations carried out in 2015-16.
4. Predominantly relates to the transfer cash balances from the operating account to the AOTA relating to the NTFIRDTF to align with amended requirements under the *NT Fisheries Act*.
5. A reduction in anticipated accounts payable and accrued revenue in 2015-16.
6. The increase in provisions was a result of higher than anticipated provisions for employee recreation leave.
7. Other liabilities increase was due to higher than anticipated unearned revenue relating to revenue from external funding bodies for research projects.
8. The increase in capital was primarily due to an equity injection of \$4 million, the purchase of additional equipment and additions to government owned buildings through minor new works.
9. The increase in reserves was due to an increase in the value of land and buildings held by the department following revaluations carried out in 2015-16.
10. Largely due to the timing of reimbursements from the Commonwealth relating to expenditure incurred by the department responding to the NBFEP.

	2015-16	2015-16		
CASH FLOW STATEMENT	Actual	Original Budget	Variance	Note
	\$000	\$000	\$000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>OPERATING RECEIPTS</b>				
Grants and subsidies received				
Current	3 360	7 357	(3 997)	1
Appropriation				
Output	44 250	43 162	1 088	2
Commonwealth	652	0	652	3
Receipts from sales of goods and services	12 097	8 210	3 887	4
<b>TOTAL OPERATING RECEIPTS</b>	<b>60 359</b>	<b>58 729</b>	<b>1 630</b>	
<b>OPERATING PAYMENTS</b>				
Payments to employees	(36 641)	(33 831)	(2 810)	5
Payments for goods and services	(30 563)	(21 318)	(9 245)	6
Grants and subsidies paid				
Current	(1 881)	(1 915)	34	
<b>TOTAL OPERATING PAYMENTS</b>	<b>(69 085)</b>	<b>(57 064)</b>	<b>(12 021)</b>	
<b>NET CASH FROM/(USED IN) OPERATING ACTIVITIES</b>	<b>(8 726)</b>	<b>1 665</b>	<b>(10 391)</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>INVESTING RECEIPTS</b>				
Proceeds from asset sales	0	6	(6)	
Repayment of advances	1 223	0	1 223	7
<b>TOTAL INVESTING RECEIPTS</b>	<b>1 223</b>	<b>6</b>	<b>1 217</b>	
<b>INVESTING PAYMENTS</b>				
Purchases of assets	(864)	(269)	(595)	8
Advances payments	(6 320)	0	(6 320)	9
<b>TOTAL INVESTING PAYMENTS</b>	<b>(7 184)</b>	<b>(269)</b>	<b>(6 915)</b>	
<b>NET CASH FROM/(USED IN) INVESTING ACTIVITIES</b>	<b>(5 961)</b>	<b>(263)</b>	<b>(5 698)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>FINANCING RECEIPTS</b>				
Proceeds of borrowings	6 320	0	6 320	9
Deposits received	1 823	0	1 823	10
Equity injections				
Capital appropriation	771	251	520	11
Other equity injections	4 000	0	4 000	12
<b>TOTAL FINANCING RECEIPTS</b>	<b>12 914</b>	<b>251</b>	<b>12 663</b>	
<b>FINANCING PAYMENTS</b>				
Repayment of borrowings	(1 223)	0	(1 223)	7
<b>TOTAL FINANCING PAYMENTS</b>	<b>(1 223)</b>	<b>0</b>	<b>(1 223)</b>	
<b>NET CASH FROM/(USED IN) FINANCING ACTIVITIES</b>	<b>11 691</b>	<b>251</b>	<b>11 440</b>	
Net increase/(decrease) in cash held	(2 996)	1 653	(4 649)	
Cash at beginning of financial year	5 155	2 269	2 886	13
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>2 159</b>	<b>3 922</b>	<b>(1 763)</b>	

## Notes:

The following note descriptions relate to variances greater than 10 per cent or \$0.2 million, or where multiple significant variances have occurred. The original published budget was revised during 2015-16.

1. The final estimate for Current Grants was \$2.08 million due to a transfer of estimated income between Revenue Categories to more accurately reflect actual income under the appropriate categories. Actuals exceeded this revised estimate by \$1.28 million primarily due to the timing of payments from other jurisdictions relating to the cost sharing arrangements for the NBFEP (\$0.89M) and payments from the Commonwealth Department of Agriculture and Water Resources for an ongoing project in East Kalimantan (\$0.33M). Additional funding from the Indigenous Land Corporation for research projects also exceeded final estimates by \$50 000.
2. Output appropriation has increased by \$1.01 million largely due to additional funding of \$1.53 million primarily to cover expenses associated with pest incursions including the NBFEP, CGMMV and the Asian Honey Bee. This additional funding was offset by a transfer of \$0.52 million to Capital Appropriation for the purchase of capital equipment including a grader and video conferencing equipment.
3. The final estimate for Commonwealth appropriation was \$9.73 million. The significant variation was due to timing of payments from the Commonwealth to reimburse the NT for expenses incurred relating to the NBFEP.
4. Receipts from the sales of goods and services were revised up to \$10.15 million. Actuals exceeded the revised estimate by \$1.95 million primarily due to unbudgeted refunds from the ATO relating to GST.
5. The payments to employees budget was revised up to \$35.79 million primarily due to additional funds received for pest incursions and the finalisation of agreements with external funding organisations. Actuals exceeded the revised budget by \$0.85 million primarily because of the significant movement of accrued salaries between 2014-15 and 2015-16 due to the 27 pays in 2015-16.
6. The payments for goods and services budget was revised up to \$27.98 million. The increase in the budget estimate by \$6.66 million was a result of a number of adjustments including, increased budget in line with an increase in estimated revenue for the NBFEP, external funding bodies and cattle sales of \$5.56 million, \$1.3 million unspent funds carried forward from 2014-15 and \$0.73 million in NT appropriation to respond to pest incursions. These increases were offset by a number of adjustments between categories of costs. The actuals exceeded the revised budget by \$2.59 million primarily due to unbudgeted payments to the ATO relating to GST of \$1.9 million and a one off expense of \$1.6 million to transfer cash balances from the operating account to the AOTA relating to the NTFIRDTF. These were offset by under expenditure against research projects funded by external funding organisations.
7. Repayment of advances/borrowings under the NTFFCLS was not budgeted for in 2015-16.
8. The budget for purchase of assets was revised up to \$0.86 million.
9. Advances payments/proceeds from borrowings relate to the Commonwealth funded NTFFCLS and was unbudgeted in 2015-16 due to a lower than anticipated take up of the scheme in 2014-15.
10. Predominantly relates to the transfer cash balances from the operating account to the AOTA relating to the NTFIRDTF to align with amended requirements under the *NT Fisheries Act* which was not budgeted for in 2015-16.
11. The budget for Capital Appropriation was revised up to \$0.77 million.
12. The department received an equity injection of \$4 million which was not budgeted for in 2015-16.
13. The original budget for cash at the beginning of the financial year was adjusted during 2015-16 to match actual cash at the beginning of 2015-16.



**Figure 6.1. Date Palms at the Arid Zone Research Institute (Photo: Annette Duncan)**

# APPENDICES



# APPENDIX 1 - VETERINARY BOARD OF THE NT



## Veterinary Board of the Northern Territory Annual Report 2015-16

### FUNCTIONS, AIM AND GOALS OF THE BOARD

The Veterinary Board of the Northern Territory (the Board) administers the *Veterinarians Act*, Regulations and the Code of Conduct. The Act charges the Board with responsibility for the registration of appropriately qualified persons as veterinary surgeons and veterinary specialists, enabling them to practice veterinary surgery in the Northern Territory. The Board's functions are:

- promoting high standards of professional conduct in the provision of veterinary services;
- determining applications for registration from veterinarians and veterinary specialists wishing to practise in the Northern Territory;
- exercising the disciplinary powers conferred by the Act;
- investigating matters relating to the professional conduct of registered veterinarians or veterinary specialists, or the provision of veterinary services;
- issuing guidelines in relation to standards to be observed by registered veterinarians and veterinary specialists in and in connection with the provision of veterinary services;
- making the public aware of its existence and its functions;
- giving advice, where requested, on matters relating to the professional conduct of a registered veterinarian or veterinary specialist or the provision of veterinary services; and
- investigating suspected offences against the Act and prosecuting such offences.

### MEMBERSHIP OF THE BOARD

As at 30 June 2016, the Board comprised five members:

**President**

Dr Kevin de Witte

**Deputy President**

Dr Ian Gurry

**Members**

Dr Shane Bartie

Dr Elizabeth Stedman

**Community**

**Representative**

Ms Marion Davey

**Registrar**

Susan Gillis

## MEETINGS OF THE BOARD

The Board meets on a three monthly basis. From 1 July 2015 to 30 June 2016 the Board met on four occasions. Meetings are held at CS Robinson Building Berrimah Farm Makagon Road Berrimah.

## PRESIDENT'S REPORT

I am pleased to present the Annual Report of the Veterinary Board for the NT for the year ended 30 June 2016.

The Board recognises that changes to legislation are necessary. The *Veterinarians Act* is in need of updating to modernize the legislation and to enable the NT to harmonise its work with that of other jurisdictions. This is particularly important now that the Commonwealth and State and Territory Governments have agreed to National Recognition of Veterinary Registration (NRVR). The NT participates in the work of the Australian Veterinary Boards Council which will facilitate National Recognition and hence facilitate the move of veterinary surgeons between jurisdictions.

The development of a new *Veterinarians Act* will take time and the processes for implementing a national recognition of veterinary registration (NRVR) are considered by the Board to be a priority. The Board strongly supports NRVR and will continue to work on its implementation.

The Board has continued a busy schedule. The Board sets high standards for professional competence in order to ensure public protection.

The Board has been active in the affairs of the Australasian Veterinary Boards Council (AVBC), on which it is represented by Dr Elizabeth Stedman and Board Registrar Susan Gillis. This year the AVBC conference was held in Adelaide. The Board supports the AVBC efforts to promote cooperation in strategic planning for the future of registered veterinary surgeons and help improve veterinary services provided to the community.

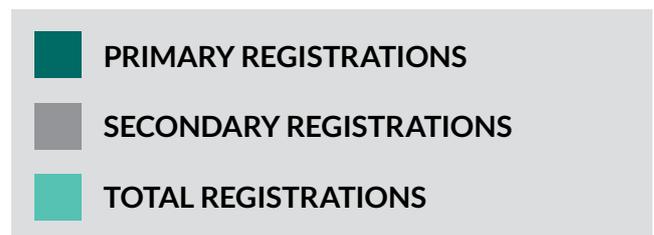
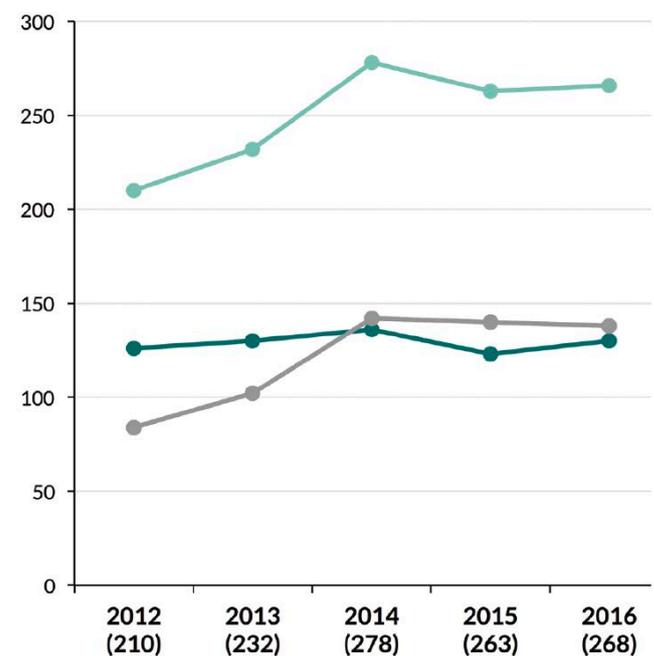
## REGISTRATION

At 30 June 2016, 268 veterinary surgeons had current registrations in the NT. The Board continued to process applications for initial registrations and registrations under the provisions of the *Mutual Recognition Act*.

## NUMBER OF REGISTRANTS

YEAR	2012	2013	2014	2015	2016
Total	210	232	278	263	268

## REGISTRANTS 2012-2016



## ACTIVITIES

The Board addressed the following topics during the year:

- professional standards for veterinary surgeons
- national recognition of veterinary registration
- policy/guideline review.

## COMPLAINTS AND DISCIPLINARY ACTION

The Board recognises that many complaints emerge from poor communication between parties about the service to be provided or the service that is provided. This can result in intransigence from both parties in resolving complaints.

In the 2015-16 financial year the Board is pleased to report that all complaints made to the Board have been processed and resolved.

The Board investigated a number of complaints or professional standards issues throughout the year.

## MATTERS OF SIGNIFICANCE

### NATIONAL RECOGNITION OF VETERINARY REGISTRATION

The Board supports the process being put in place to move towards National Recognition of Veterinary Registration (NRVR). Each jurisdiction will retain its own board and legislation but will recognise registration in other jurisdictions as a right to practice in every jurisdiction without further registration. This will achieve mobility of veterinary surgeons between jurisdictions and assist in the aim of achieving consistency of standards. The Board hopes to introduce processes in the next twelve months to recognise NRVR in the NT with the review of the *Veterinarians Act*.

### CONTINUING VETERINARY PROFESSIONAL DEVELOPMENT

Although the current legislation does not mandate continuing professional development (CPD) or link it to the annual renewal of veterinary registration process, registered veterinarians have a duty under the *Northern Territory Veterinarians Act* and Code of Conduct prescribed in the Regulations to maintain contemporary professional standards of veterinary science.

Sections 28(1)(a) and 28(2) of the *Veterinarians Act*, provide that a registered veterinarian is taken to be incompetent in or connection with the provision of a veterinary service if he or she is unable or fails to uphold or maintain contemporary professional standards.

In addition, the Code of Conduct requires at clause 4(1) that “A registered veterinarian must maintain knowledge of the current standards of practice of veterinary surgery or veterinary medicine in the areas of veterinary science relevant to his or her practice”

It is therefore essential that veterinarians actively seek to keep abreast of new advances and current standards of veterinary science in their chosen field of veterinary practice.

Northern Territory registered veterinarians need to take note that Continuing Professional Development (CPD) is already mandatory in most other jurisdictions in Australia and will need to be included in proposed amendments to the *Northern Territory Veterinarians Act* in the interest of:

- (1) achieving consistency and uniformity in Veterinary Board requirements across all States and Territories (which is an important part of the national recognition of veterinary registration process); and
- (2) meeting community expectations and maintaining consumer confidence in the veterinary profession.



## FINANCES

A summary of the Board's finances to 30 June 2016 is provided for information.

Revenue – New Registration and Renewal Fees	\$16,587
Expenditure (includes Registrar salary, Board Sitting Fees, Operational expenditure etc.)	\$113,805

## LIAISON WITH AUSTRALIAN VETERINARY ASSOCIATION (AVA)

The Board maintains liaison with the AVA to ensure a free exchange of views and information. The AVA provides continuing education, mentoring and other forms of assistance to veterinarians in the NT. This is particularly important for new graduates.

The Board takes this opportunity to acknowledge the cooperation of the AVA.

## CONTACT DETAILS

Northern Territory Veterinary Board  
GPO Box 3000  
DARWIN NT 0801

Telephone	(08) 8999 2028
Facsimile	(08) 8999 2089
Email	vetboard@nt.gov.au
Website	vetboard.nt.gov.au

**Kevin de Witte**

**PRESIDENT**

*Date: 30 June 2016*

# APPENDIX 2 - EMPLOYMENT INSTRUCTIONS

**Table 7.1. Employment Instructions and Departmental Achievements 2015-16**

Employment Instruction Number and Description	Achievements 2015-16
<p><b>1 - Filling Vacancies</b></p> <p>Chief Executive Officers must develop a procedure to fill vacancies consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement. Subsection 28(2)(c) of the Act requires the Chief Executive Officer to report annually on the number of employees of each designation and any variations in numbers since the last report.</p>	<ul style="list-style-type: none"> <li>• 74 vacancies advertised.</li> <li>• 96 new recruits – commenced or transferred in</li> <li>• 58 separations or employees transferred out</li> </ul> <p>No promotion appeals or grievances relating to recruitment processes were lodged.</p>
<p><b>2 - Probation</b></p> <p>Chief Executive Officers must develop a probation procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.</p>	<p>The department's online induction system was improved to provide updated information on probation procedures.</p> <p>The department's Probation Procedure, available from the intranet online service centre, was updated.</p> <p>Directors are reminded when probation reports fall due.</p> <p>Three probationary periods were extended in 2015-16.</p>
<p><b>3 - Natural Justice</b></p> <p>The principles of natural justice are to be observed in all dealings with employees.</p>	<p>The principles of natural justice are considered to be fundamental in all dealings with employees and reflected in communications, consultation processes and internal policies and procedures. A person who may be adversely affected by a decision must be afforded natural justice before a final decision is made.</p>

Employment Instruction Number and Description	Achievements 2015-16
<p><b>4 – Employee Performance Management and Development Systems</b></p> <p>Chief Executive Officers must develop and implement an employee performance management and development procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.</p>	<p>The department’s Personal Development Review system, described in this section, is consistent with the Act. 40% of employees had current discussions as at 30 June 2016. Completion rates were discussed at the Executive Management Group and with individual Directors.</p> <p>In 2015-16, the OCPE Performance Management Workshops were promoted within the department.</p>
<p><b>5 – Medical Examinations</b></p> <p>Chief Executive Officers may engage a health practitioner in accordance with the Act and Employment Instruction Number 3.</p>	<p>In 2015-16, one employee was required to attend an examination by an approved medical health practitioner.</p>
<p><b>6 – Employee Performance and Inability</b></p> <p>Chief Executive Officers may develop employee performance and inability procedures consistent with the Act, its subordinate legislation and any relevant or enterprise agreement. Subsection 18(2) of the Act requires the Commissioner to report annually on the extent to which the inability procedures have been invoked in the public sector.</p> <p>Chief Executive Officers shall provide to the Commissioner the information necessary for the Commissioner to comply with the reporting requirement.</p>	<p>Performance management is an ongoing process. Human Resources staff provide advisory services to managers and other employees to assist in resolution of any performance management issues.</p> <p>The department did not deal with any performance or inability cases in 2015-16.</p>
<p><b>7 – Discipline</b></p> <p>Chief Executive Officers may develop discipline procedures consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.</p> <p>Subsection 18(2) of the Act requires the Commissioner to report annually on the extent to which the inability procedures have been invoked in the Public Sector. Chief Executive Officers shall provide the information necessary for the Commissioner to comply with the reporting requirement.</p>	<p>Required information has been provided to the Commissioner for Public Employment.</p> <p>This year, the department had three discipline matters, two were finalised and one is ongoing.</p>

Employment Instruction Number and Description	Achievements 2015-16
<p><b>8 – Internal Agency Complaints and Section 59 Grievance Reviews</b></p> <p>Agency must develop an internal employee grievance-handling policy and procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.</p>	<p>Human Resources provides advisory services to all employees in relation to grievances and internal agency complaints. Four internal employee complaints were lodged in 2015-16. Three were finalised and one is ongoing.</p> <p>This was identified by department as an area for improvement in the last People Matter Survey. The department’s Grievance Policy was updated during the year and is available to all employees from the intranet online service centre. The department’s internal complaints handling procedures is undergoing a review and will be updated in 2016-17.</p>
<p><b>9 – Employment Records</b></p> <p>The department has responsibility for keeping employees’ employment records. The department must comply with the requirements of the <i>Information Act</i> regarding correction, collecting and handling of personal information contained on an employee’s employment record.</p>	<p>The Department of Corporate and Information Services keeps all personnel files for the department. The department keeps individual files on Personal Development Review discussions which have restricted access to the individual employee and their manager.</p>
<p><b>10 – Equality of Employment Opportunity Programs</b></p> <p>The Department must develop an Equality of Employment Opportunity Program consistent with the Act, its subordinate legislation, the <i>Anti-Discrimination Act</i> and any relevant award or enterprise agreement.</p>	<p>Special Measures recruitment processes were applied to relevant positions during the year.</p> <p>This year the department continued the early careers programs aimed at growing our own Indigenous employees with relevant skills, experience and qualifications.</p> <p>Details of the department’s Indigenous employment and career development initiatives are reported in this report.</p>
<p><b>11 – Occupational Health and Safety Standards and Programs</b></p> <p>The department must develop programs and procedures to ensure employees are consulted in the development and implementation of work health and safety (WHS) policies and other governance documents.</p> <p>The department must provide WHS information in the annual report in relation to the department’s occupational health and safety programs.</p>	<p>The department adheres to the Model Code of Practice for Work Health and Safety Consultation. During the year, proposed new key governance documents were placed on the intranet for input by employees prior to finalisation in June 2016.</p> <p>A description of WHS governance is included in Section 2: Corporate Governance and WHS programs are described in Section 4: Our People.</p>

Employment Instruction Number and Description	Achievements 2015-16
<p><b>12 - Code of Conduct</b></p> <p>The Code of Conduct stipulates the basic level of conduct expected of Public Sector Officers as defined in the Act.</p> <p>The agency may issue an agency-specific Code of Conduct that is consistent with the Act.</p>	<p>The Code of Conduct is provided to new employees upon commencement, through the online Induction process. This was reviewed during the year. The department does not have its own Code of Conduct.</p> <p>In 2015-16 Disclosure of Interest Policy and Procedures was finalised and is available to all staff from the intranet online service centre.</p>
<p><b>13 - Appropriate Workplace Behaviour</b></p> <p>The department must develop an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying.</p>	<p>The Respect in the Workplace program reinforced appropriate behaviours and gave employees skills to recognise and deal with inappropriate conduct. This year it was expanded to all regions.</p> <p>The Appropriate Workplace Behaviours Policy and Procedures was reviewed.</p> <p>Three formal complaints were made in relation to inappropriate workplace behaviour this year.</p>
<p><b>14 - Redeployment and Redundancy Procedures</b></p> <p>Assists the department and employees in understanding their rights and obligations in a redeployment or redundancy situation.</p>	<p>The department provides employees in these situations with appropriate levels of assistance. A case manager is assigned to assist in the identification of suitable vacancies and maximise the potential for redeployment.</p> <p>No employee/s were declared as redeployees during the year.</p>
<p><b>15 - Special Measures</b></p> <p>Stipulates the requirements for special measure programs, plans or arrangements.</p>	<p>In August 2016, the department adopted a Special Measures Plan approved by the Commissioner for Public Employment, which allowed Indigenous applicants to be given consideration before other applicants for all vacancies, in line with the Indigenous Employment and Career Development Strategy 2015-2020. The effectiveness of this plan will be reviewed in 2016-17.</p>

# APPENDIX 3 - FUNDING

**Table 7.2. Grants, Sponsorships and Programs 2015-16**

<b>GRANT PROGRAM Recipient</b>	<b>Expenditure (\$)</b>
<b>ANIMAL WELFARE FUND</b>	
RSPCA of Central Australia Incorporated	45 000
RSPCA Darwin Regional Branch	39 000
Ark Aid Incorporated	31 000
RSPCA Nhulunbuy	25 000
Aboriginal Resource and Development Services Incorporated	20 750
Animal Management In Rural & Remote Indigenous Communities Incorporated	19 000
Wildcare Alice Springs Incorporated	15 400
Wildcare Incorporated	4 850
<b>TOTAL</b>	<b>200 000</b>
<b>INDUSTRY DEVELOPMENT GRANTS</b>	
Northern Territory Farmers Association Incorporated	245 000
Amateur Fishermen's Association of the NT	185 000
NT Seafood Council	180 000
Northern Territory Livestock Exporters Association	75 000
NT Guided Fishing Industry Association Incorporated	60 000
<b>TOTAL</b>	<b>745 000</b>
<b>INDIGENOUS MARINE RANGER GRANTS</b>	
Northern Land Council	180 000
Anindilyakwa Land Council	60 000
Bawinanga Aboriginal Corporation	60 000
Mabunji Aboriginal Resource Association Incorporated	60 000
Thamarrurr Development Corporation Incorporated	60 000
<b>TOTAL</b>	<b>420 000</b>
<b>OTHER</b>	
NT Seafood Council NT Caught Program	70 000
<b>TOTAL</b>	<b>70 000</b>

<b>GRANT PROGRAM</b>	<b>Expenditure (\$)</b>
<b>Recipient</b>	
Agrifood Skills Australia Ltd – Skilling Her Enterprise (SHE) Workshops	30 000
Nuffield Australia – Farm School 2016	25 000
Nuffield Australia – Scholarship	15 000
Northern Territory Farmers Association Incorporated – Food Futures Sponsorship	11 818
NT Cattlemen’s Association Incorporated – Platinum Partnership Conference	10 000
Australian Livestock Export Corporation Ltd – Session Sponsor	8 000
NT Seafood Council – Developing the North Award	5 000
Department of the Chief Minister – 7th IED Forum Bronze Partnership	5 000
Centralian Beef Breeders Association – 2016 Alice Springs Show Sponsorship	2 000
Freds Pass Rural Community Show Incorporated – 2016 Show Sponsorship	1 500
Australian Women in Agriculture – Conference Sponsorship	1 104
Royal Agricultural Society of the NT Incorporated – 2016 Darwin Show Sponsorship	1 084
Daly Waters Rodeo and Campdraft Association – 2016 Rodeo Sponsorship	500
Outbush Alice Springs – VET Student Award Vouchers	200
The Nightcliff Orchid Society of the Northern Territory Incorporated – Annual Orchard Spring Show	150
<b>TOTAL</b>	<b>116 356</b>

The Northern Territory Government’s Cucumber Green Mottle Mosaic Virus Subsidised Interest Rate Scheme is administered by the department. The assistance package provides a maximum of \$120 000 per applicant over two financial years (2014-15 to 2015-16) to affected growers that meet the eligibility criteria.

<b>Cucumber Green Mottle Mosaic Virus</b>	<b>Number of payments</b>	<b>Expenditure (\$)</b>
Melon Growers	17	329 150
<b>TOTAL</b>	<b>7</b>	<b>329 150</b>
<b>GRAND TOTAL:</b>		<b>1 880 506</b>

