

Corporate Governance



Snapshot of Corporate Governance

- The Executive Leadership Group (ELG) is the Agency's principal planning and decision making body and met twelve times during 2008–09 in Darwin, Katherine and Alice Springs.
- The Agency finalised its Strategic Objectives 2009–16 and 4 Year Priorities plan, following the inclusion of the Sport and Recreation Output Group and Libraries Output in the Agency's structure.
- In 2008–09 the Executive Leadership Group (ELG) facilitated six Culture Sensing Workshops with employees in Alice Springs, Darwin and Katherine, designed to obtain information and feedback about the current culture and beliefs within the Agency.
- A trial of the Performance Enhancement System (PES) Agreement was rolled-out to selected staff with feedback from those who participated implemented into the PES Agreement system before the commencement of its implementation across the Agency. At 30 June 2009 the Agency's ELG, Human Resources staff and 115 Directors and Senior Managers have completed the PES Agreement training program.
- Two Leadership Development Programs were delivered, with 30 Directors and Senior Managers in the Agency participating.
- The Agency continued its Senior Manager Forum workshops in 2008–09, with more than 60 employees attending the five forums held throughout the year.
- The Agency's Code of Conduct training program was held in Darwin, Palmerston, Katherine and Alice Springs with a total of 140 employees participating in 2008–09.
- The Agency's Audit Committee, established in 2006–07, met three times in 2008–09 on 16 December 2008, 19 February and 28 May 2009.
- A series of risk assessment practices and reviews of Agency operations were conducted, including a review of the Agency's Cyclone Procedures and contingent liabilities.
- Four external audits were performed by the Auditor-General's Office in 2008–09.
- The Agency delivered a number of grants totalling \$31.6 million in 2008–09 which includes One-off Special Grants and a number of recurring Grants Programs
- The Agency continued to make significant efforts in its aim to be 'green', implementing a Fleet Greenhouse Policy and through the formation of the Green Group.
- The Agency had two prosecutions for the period 2008–09. One was finalised in the 2008–09 period which resulted in a conviction and is yet to be finalised in court.
- In 2008–09, the Agency responded to two new formal information requests, both related to government information, one of which was finalised and the other request is still ongoing as at 30 June 2009.
- The Northern Territory Ombudsman conducted one inquiry with the Agency during 2008–09.

Framework

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

Key elements of this framework are the Agency's:

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

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

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

During 2008–09 the Agency continued its drive to build leadership capability; recognising the significant impact leadership behaviours and actions have on organisational performance.

Principles of Agency Governance

Leadership

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

Accountability

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

Integrity

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

Transparency

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

Efficiency

The best use of resources in order to further the outputs and outcomes of the Agency with a commitment to evidence-based strategies for improvement.

Stewardship

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

Management Environment

Decision Making

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

As at 30 June 2009, the ELG comprised the Chief Executive, six Executive Directors and three Directors. Its composition includes representatives from all Output Groups of the Agency, the Government Business Division along with Corporate Support Service units from Human Resources and Legal Services, Finance and Governance and Communications and Media. Other Agency officers attend ELG meetings as required to make presentations to the group.

The ELG met twelve times during 2008–09 in Darwin, Katherine and Alice Springs. This is an increase of three meetings from the previous year. During the year the ELG continued to refine meeting and planning processes, including the introduction of alternating business and strategic meetings. The introduction of a formal strategic meeting structure provides the opportunity to focus on the Agency's 4 Year Priorities plan and other strategic issues it faces.

Jim Grant – Chief Executive



Jim was appointed Chief Executive of the Department of Natural Resources, Environment, The Arts and Sport in 2008. Jim previously held the position of Executive Director Museums, Galleries and Biological Parks in the Agency. He has a background in environmental education, commercial wildlife tourism development, interpretation, and innovative delivery of education for sustainable development. Jim has worked for Melbourne Zoo, Earth Sanctuaries in South Australia and the Gould League/Gould Group. His skills are in organisational culture change and developing visitor experiences that deliver commercial, social and educational outcomes.

Dr Diana Leeder – Executive Director – Natural Resources



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

Gae Mackay – Executive Director – Collections, Biodiversity and Biological Parks



Gae has held leadership and management positions in Western Australia and the Northern Territory for the past ten years. Gae’s career has focused on recreation, conservation and education with the environment forming a common thread.

Gae joined the Department of Natural Resources, Environment, The Arts and Sport in January 2008 and has degrees in education (environmental studies), applied science (parks, wildlife and recreation) and a Master of Management.

Graham Phelps – Executive Director - Parks and Wildlife



Graham has worked in conservation for 21 years, initially as a wildlife veterinarian and later as curator and manager of the Alice Springs Desert Park for nine years from 1996.

Graham’s work at the Alice Springs Desert Park, linking environmental education and tourism with Indigenous employment and development, led him to Groote Eylandt where he was the Northern Territory Government’s Regional Coordinator for two years. He commenced his current position in November 2006.

Lyn Allen – Executive Director - Environment, Heritage and the Arts



Lyn has held this position since August 2004. Lyn has wide experience working at the Territory, national and international levels. Before returning to the Northern Territory in 2004, Lyn was Director Environment and Resource Policy in the Queensland Government Department of the Premier and Cabinet. Lyn has also worked for a number of Territory organisations including the Menzies School of Health Research, Katherine Regional Legal Aid Service, Greening Australia Northern Territory (NT) and the Environment Centre NT. Lyn has an Honours degree in Environmental Studies, a Masters of Business Administration, and is a Graduate Member of the Australian Institute of Company Directors.

Steve Rossingh – Executive Director – Sport and Recreation



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

Prior to moving to the Northern Territory in 1997, Steve held senior management positions with the Australian Taxation Office in Perth and with the Aboriginal and Torres Strait Islander Commission in Kununurra, Western Australia. He has extensive experience in financial management, human resource management, corporate governance and Information Technology management. Steve is a Certified Practising Accountant, has a Bachelor of Business and holds a Master of Business Administration, with a focus on human resource management.

Susan Kirkman – Executive Director – Finance and Governance



Susan commenced with the Agency as Chief Financial Officer in February 2007 and undertook the role of Executive Director Finance and Governance in August 2008. Susan is responsible for Financial Services, Asset Management, Information Communications Technology and Governance within the Agency.

Susan has a broad range of experience in Financial Management in the public and private sectors over the past 20 years both in Australia and overseas.

Susan graduated with a Bachelor of Business from the Northern Territory University and has been a Certified Practising Accountants (CPA) since 1996. She is also a graduate of the Australian Institute of Company Directors.

James Pratt – Director – Communications and Media



James joined the Northern Territory Government in 2003 and has worked in various Marketing and Communications' Units across government, including Police, Fire and Emergency Services, Department of Infrastructure, Planning and Environment and the Office of Sport and Recreation. James has been in this role since 2005.

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

Sandra Butcher – Director Human Resources and Legal Services



Sandra has wide corporate experience, particularly in managing change. She has worked in a number of Northern Territory Public Sector agencies, including the Department of Health and Community Services, the Northern Territory Employment and Training Authority, the Department of Corporate and Information Services, and the Department of Infrastructure, Planning and Environment. Sandra joined the Department in October 2005. Sandra has business qualifications and is a Graduate of the Australian Institute of Company Directors.

Anna Malgorzewicz – Director – Museums and Galleries of the Northern Territory



Anna has a background in migration history and cultural diversity and has worked in the museum and gallery sector for over 25 years. Anna has been a foundation team member of four important cultural initiatives, including as a curator at the Migration Museum and Museum Victoria, Director at the Canberra City Museum and Gallery (formerly Canberra Cultural Centre) and the Director of the Immigration Museum, Melbourne. Anna is currently the Director of Museums and Arts Galleries of the Northern Territory.

ELG Sub-committees

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

Occupational Health and Safety Committee

Following the introduction of the *Workplace Health and Safety Act* the Agency's focus during 2008–09 was establishing its Occupational Health and Safety (OHS) Framework and a draft Management Plan. The Framework received in-principle endorsement from the Community and Public Sector Union and NT WorkSafe in early 2009.

A key part of the Framework included the introduction of a whole of Agency, OHS Steering Committee. The Committee is comprised of members drawn from each Divisional OHS Committee, as well as six members appointed by the Chief Executive. Its purpose is to advise the Chief Executive, through the ELG on occupational health and safety issues for employees and clients.

Under the Framework the Divisional OHS Committees consist of nominated staff members and assist with staff consultations and the work of the Agency OHS Steering Committee. The Framework is designed to ensure a coordinated and consultative approach to OHS across the Agency.

The priority for 2009–10 is to fully implement the Framework and progress the draft Management Plan.

Indigenous Reference Group

The Indigenous Reference Group was established in early 2008 to promote the Agency's Indigenous Employment and Career Development Action Plan. The Group currently has seven members drawn from self nominated staff, including a representative from both the Human Resources and Learning and Development Sections. The Group met twice in 2008–09 and focussed on issues relating to recruitment and retention, mentoring and coaching, cross-cultural training and Aboriginal and Torres Strait Islander reporting by staff.

In response to some of the matters considered by the Group, the Agency held a 'My Details' week in May 2009 during which all staff were encouraged to update their personal details, including their equal employment opportunity information. This resulted in a slight increase of staff identifying as Aboriginal and Torres Strait Islander (from 69 to 76 people).

A cross-cultural training program delivered in Darwin and Katherine was also expanded to incorporate additional information and proposed changes to some recruitment practices, for example interviewing apprentices.

A priority for 2009–10 will be a review of the Group and its current strategies. This will ensure a continuing alignment to the Office of the Commissioner for Public Employment's proposed Indigenous Employment and Career Development Strategy, which outlines the Indigenous Employment Policy for the Northern Territory Public Sector.

The Group will be a driving force behind the Agency achieving its 4 Year Priority of achieving 14 per cent Indigenous employment, as a total percentage of Agency employees.

Members of the Indigenous Reference Group in 2008–09 include:

- Teresa Atie
- Lara Hammond
- Kerri Watkins
- Shael Martin
- Dave Miller
- Prue Adamson
- Doug Martin

Agency Culture

For governance arrangements to be effective an organisation must have a culture that supports strong governance.

In 2008–09 the Executive Leadership Group (ELG) facilitated six Culture Sensing Workshops with employees in Alice Springs, Darwin and Katherine. The annual workshops are designed to obtain information and feedback about the current culture and beliefs within the Agency for the purpose of making more informed decisions and continued development of Agency systems, symbols and leadership behaviour.

The workshops were facilitated by the Chief Executive with two alternating members of the ELG co-facilitating. Approximately 75 employees participated this year, representing a range of ages, roles and employment streams, experience and work programs. The findings from the workshops were presented by the Chief Executive at the May 2009 Senior Managers' Forum. This year's results showed that employees work well within their roles and teams, and that feedback, collaboration and communication between Divisions requires ongoing attention.

The ELG has confirmed that the workshops will be held again in 2009–10, with the addition of an online survey for those employees who are unable to attend the workshops due to various reasons, including remote locality.

Leadership Development Program

The Agency continued the implementation of its Leadership Development Program, the third year the program has been conducted. The program is designed to support senior staff in developing leadership skills and enhance their ability to utilise the capability and creativity of their staff.

The program originally commenced as the ELG recognised that leaders through their behaviour and action, have a fundamental impact on culture. The ELG recognised that ultimately it is the acts or omissions of the people charged with leadership that determines whether governance objectives are achieved.

This year's Leadership Development Program was held in August 2008 and February 2009 with 30 Directors and Senior Managers participating. The program was a three and a half day residential program delivered by the Chief Executive and ELG members, with support from a management advisor. The program focused on introducing and teaching through practice, the Agency Team Work and Task Assignment models, as well as building a shared understanding of communication concepts, organisational culture and accountability and authority.

Participants are given the opportunity to directly contribute to the re-shaping of the systems and structures which underpin the functioning of the Agency. This is achieved through the formation of Syndicate Groups who are assigned a Syndicate Task involving the examination of an issue or challenge facing the Agency. In 2008–09 the Syndicate Tasks focussed on issues such as:

- A collaborative model for sharing and communicating the results of Agency research;
- Improving the involvement of community and stakeholders in Agency work;
- Facilitating government support;
- Outlining steps needed to create sustained improvement in the quality and effectiveness of formal advice to government;
- Developing involved, healthy and creative communities; and
- Increasing community involvement through embedded Indigenous employment.

The ELG is committed to continuing the development of the Agency's leadership capability, with another program scheduled for September 2009. Since its inception, more than 74 employees have completed the program.

Senior Managers' Forum

During 2008–09 five Senior Managers' Forums were held. Each forum is lead by the Chief Executive and attended by approximately 60 senior staff. The forums continue to develop leadership capacity through focussing on the Agency's strategies and priority business areas. Each forum has a number of sessions with key speakers external to the Agency addressing a broad range of topics.

This year's topics included the introduction and requirements of the new *Northern Territory Work Health and Safety* and *Working with Children Acts*, recruitment within the Northern Territory Government, Government and Ministers' priorities, and Eco-efficiency. Senior Managers also present sessions on major or new work program initiatives which provides an opportunity to share their achievements and plans with the rest of the organisation. This results in a shared understanding and stronger linkages being forged between the Agency's business units.

Each forum continues to include presentations by Syndicate Groups from the Agency's Leadership Development Program. The groups present and report on their Syndicate Task assigned at the Leadership Development Program which includes a focus on solutions to identified Agency issues, and provides an opportunity for an open Senior Managers discussion on the issue.

Performance Enhancement System

An effective feedback system for managers and employees within the Agency was indentified as a critical need through the Culture Sensing Workshops in previous years. In 2007–08 a pilot Performance Enhancement System (PES) was developed to provide managers and employees with the tools and training to have formal and constructive feedback sessions. The PES identifies the attitudes and behaviours needed by each employee to achieve their agreed key business deliverables.

The principles underpinning the PES are:

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

During 2008–09 a trial rollout of the PES occurred to selected employees with feedback from those who participated implemented into the System before the commencement of its implementation across the Agency.

At 30 June 2009 the Agency's ELG, Human Resources staff and 115 Directors and Senior Managers have completed the PES training program, which comprises two parts. The first introduces the PES as a behaviour based model and includes its principles and objectives, developing role statements, timelines and templates. The second session builds skills for enhancing performance and 'dealing with the tough stuff'.

The priority for 2009–10 is to implement the PES across the whole Agency and planning has commenced which includes, as a first step, providing training sessions to all staff. The development of a PES Agreement is required to be undertaken by all employees with their direct manager or supervisor.

Accountability and Authority

The Executive Leadership Group (ELG) recognises that clear accountabilities and authorities are crucial to effective governance. The importance of accountability and authority is emphasised in the Agency's Leadership Development Program, with the Chief Executive delivering a session focusing on building a shared understanding across the Agency of accountability and authenticity. This session details what it is reasonable to hold people accountable for, and the types of accountabilities that exist.

Business Planning

4 Year Priorities

The Chief Executive held a number of discussions with the Agency's Ministers responsible for the portfolios of Parks and Wildlife, Natural Resources, Environment and Heritage, Arts and Museums and Sport and Recreation in September 2008. These discussions were to inform and assist the development of the Agency's 4 Year Priorities plan by ensuring whole of government approaches and Government's election commitments were included.

In addition to the ELG business and strategic meeting program, the ELG held a planning meeting in June 2009 to collectively review and refine Divisional strategic business plans and to ensure their alignment to the Agency's 4 Year Priorities plan.

The 4 Year Priorities plan and the status of its actions are outlined in the Overview of this Annual Report on page 112.

Strategic Objectives 2009–16

The addition of the Sport and Recreation Output Group and the Output of Libraries to the Agency following the Northern Territory General Election in August 2008, required the creation of new Strategic Objectives to ensure these new functions were incorporated. This included the creation of a new vision, purpose and strategic objectives for the Agency.

The June 2009 ELG planning meeting saw discussions occur on the redrafting of the Agency's Strategic Objectives to incorporate these new functions. The ELG agreed on the re-aligned Strategic Objectives and endorsed the dissemination of them to the Agency in 2009–10.

The Strategic Objectives 2009–16 are outlined on page 7 of this Annual Report.

Divisions and Business Units

All divisions and business units within the Agency undertake regular business planning to ensure the alignment of their plans to the Agency's 4 Year Priorities plan, which incorporates government priorities, initiatives and outcomes, and that they are placed to meet their core business commitments.

Risk Management and Audit Practices

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

The Agency’s Corporate Governance Unit has responsibility for instilling governance, risk management and internal audit frameworks and processes across the Agency. The Northern Territory Government self insures its insurable risks. See the appendix of page 212 for a list of the Agency’s Insurable Risks.

Internal audit and risk management activities play critical roles in providing assurance to the Chief Executive, and stakeholders in relation to the Agency’s compliance and performance against its legislative obligations and assurance in relation to the Agency achieving its strategic objectives. Accordingly, both risk management and audits are to be key elements of the Agency’s governance framework.

Audit and Risk Management Committee

The Agency’s Audit and Risk Management Committee provides independent advice and assistance to the Chief Executive on the effectiveness of the Agency’s audit, risk management and internal controls processes. This assists the Chief Executive to achieve his external accountability (including financial reporting) and legislative compliance responsibilities.

The Committee met three times in 2008–09 on 16 December 2008, 19 February and 28 May 2009. In addition the Chairperson met with the Chief Executive on 14 August 2008.

Committee Role	Committee Members	No. Attended	Maximum Possible
Chairperson	Iain Summers – Governance Consultant and past Auditor-General for the Northern Territory (1995–2002)	3	3
Member	Catherine Wauchope – Assistant Under Treasurer Northern Territory Treasury	3	3
Member	Lyn Allen – Agency’s Executive Leadership Group	3	3
Member	Dr Diana Leeder – Agency’s Executive Leadership Group	3	3

Key outcomes from the Agency’s Audit and Risk Management Committee meetings for 2008–09 included:

- Redrafting of the Audit and Risk Management Committee’s Terms of Reference;
- Developing the Agency’s Internal Audit Charter which sets out the purpose of conducting both performance and compliance audits, who is responsible, how and the standards to which audits will be conducted and reporting, review and evaluation of the Agency’s internal audit function;
- Introduction of a Summary of Key Issues report to the Chief Executive following each Committee meeting;

- Refinement of the Agency's Risk Register;
- Oversight and review of the Agency's strategic business risk assessment process, and reports;
- Review and follow-up of management's implementation of audit recommendations, specifically progress towards meeting the Northern Territory Auditor-General's Agency report on *Compliance Audit and Internal Audit Function* reviews;
- Advised the Chief Executive that as the Agency's risk assessment process has not yet identified topics for inclusion in an internal audit plan, there were no internal audits commissioned in the year. Accordingly, the Agency could not demonstrate an adequate internal capacity in 2008–09 for the purpose of this Annula Report's Transmittal Letter; and
- Advised the Chief Executive that the Committee were satisfied with management's responses to and progress in, implementing external audit recommendation, following a number of external audits in during 2008–09. This included four audits by the Northern Territory Auditor-General on the Agency (refer to page 210 in the appendix).

Audits

During 2008–09 a series of audits and reviews were conducted in the Agency. These audits and reviews were conducted through a combination of external auditors, the Northern Territory Auditor-General and an internal review process. Please see the appendix on page 210 for a list of reviews conducted by the Auditor-General in 2008–09.

External Funding Audits

The Agency receives a significant amount of external funding in the form of grants from the Australian Government and other funding providers. Some of this funding requires an audited acquittal. A list of the grants the Agency arranged to be audited by external auditors in-line with the program's grant agreement can be found in the appendix on page 214.

Internal Reviews

A number of internal Agency and Output Group reviews were conducted in 2008–09 for the purpose of improving program performance. These reviews were conducted outside of the Agency's risk assessment process and accordingly fall out of the scope of the Audit and Risk Management Committee.

Scientific and Cultural Collections Output Group

The Museums and Galleries of the Northern Territory arranged a review to value the collections, particularly as the Territory is currently the only jurisdiction not to have valued its assets. The outcome of the review will be known in 2009–10.

Sport and Recreation Output Group

Sport and Recreation undertook three reviews during 2008–09. The reviews were:

- A Grants Review for the purpose of identifying ways to improve the Output Group's internal grant management processes. Recommendations from the review will reduce the bureaucratic burden for applicants while shifting the focus of internal grant management to monitoring and acquittal processes to ensure accountability in usage of grant funds.
- A Venue Charges Review which considered the hire charges for the Agency's Marrara Indoor Stadium and Hidden Valley Motor Sports Complex. Recommendations from the review will ensure hire charges are at commercial rates.
- An Infrastructure Assessment Report at the Agency's Hidden Valley Motor Sports Complex. Recommendations from the review have assisted in prioritising maintenance and upgrade tasks for essential services, stormwater drainage systems and erosion controls.

Biological Parks Output Group

The Alice Springs Desert Park was involved in a review which consisted of a site inspection by the Australasian Regional Association of Zoological Parks and Aquaria for the purpose of the Desert Park becoming a fully accredited member institution. Accreditation was approved in July 2009.

The Northern Territory Treasury conducted a review to consider its Community Service Obligation allocation to the Territory Wildlife Park to ensure it is consistent with competitive neutrality principles. The outcome of the review is to be presented in 2009–10.

Corporate Support Services Division

The Division undertook an internal Corporate Credit Card Controls and Usage Review in April 2009. This was to test performance and to continue to support improvements to the Agency's internal controls and processes for managing corporate credit cards. The outcome of this review and implementation of the audit recommendations will continue to be monitored by the Audit and Risk Management Committee.

Delegations relating to financial and procurement legislation, including the *Contracts Act* were reviewed during the year and amended to reflect Agency changes that had occurred during the year. This Agency changes involved the inclusion of the Sport and Recreation Output Group and Libraries Output into the Agency from the former Northern Territory Government Department of Local Government, Housing and Sport.

Delegations provide the formal mechanism for the assignment of authority and responsibility to another person to exercise certain powers or functions on behalf of a delegate, for example the Chief Executive or Minister.

Risk Review and Assessment

In 2008–09 targeted reviews were undertaken on the Agency's Cyclone Procedures and contingent liabilities. These reviews resulted in improved processes and streamlined procedures for both areas. As part of the Agency's governance framework and commitment to safe work practices in late June 2009 a series of information pages were developed for staff and managers on influenza pandemics, with particular focus on the H1N1 influenza strain. These pages will be available to staff and managers in early 2009–10 through the Agency's Online Service Centre.

The Executive Leadership Group (ELG) undertook an Agency wide strategic business risk assessment on the 4 Year Priorities plan in December 2008. Following this, each Division's Executive Director and senior management team undertook a strategic business risk assessment between March and May 2009 with the subsequent risk management plans being incorporated into their business plans. These sessions were facilitated by the Northern Territory Government's Department of the Chief Minister's Policy Implementation Branch, using its proprietary *Risk Mat* methodology.

The risks identified during these sessions have been used to develop and populate the Agency's Risk Register which the Audit and Risk Management Committee will monitor.

A priority for early 2009–10 is the development and implementation of a risk based strategic three year internal audit plan, finalisation of the year's annual internal audit plan as well as implementation of the Agency's formal risk management framework.

Grant Acquittals

The Agency is responsible for administering a number of grants totalling \$31.6 million in 2008–09 which includes one-off Special Purpose Grants and a number of recurring Grants Programs listed on page 233 in the Appendix.

All grants, regardless of type, are distributed under a grant agreement which includes the grant purpose and the reporting process for confirming that the objective of the grant has been achieved.

In addition to the Grants Programs identified on page 233, in 2008–09 the Agency administered a number of one-off Special Purpose Grants which are reported on page 214 (showing grants exceeding \$20 000).

Infrastructure Management

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

The Agency's outcomes have a strong reliance on asset management, in providing protection of and public use or access to the Territory's natural and cultural assets. This extends from Parks and Reserves visitor infrastructure such as walkways, car parks, shelters, park signage and water treatment areas to permanent collection houses in the Museums and Art Galleries of the Northern Territory, Northern Territory Archives, Northern Territory Library, and Herbarium. The integration of the Sport and Recreation Output Group into the Agency has also seen sporting infrastructure such as Marrara Indoor Stadium incorporated into infrastructure assets.

The Agency was successful in securing external funding from the Australian Government through a competitive bidding process for two major infrastructure projects during the 2008–09 financial year. These projects include upgrades to the Hidden Valley Motor Sports Complex Drag Strip (\$3 million) and for 50 per cent of the project value for replacement of the Alice Springs Cultural Centre's airconditioning system with a solar-powered alternative (estimated \$4.5 million).

Repairs and Maintenance to Agency Infrastructure carried out in 2008–09 include:

- Repairs and resealing of spalling concrete to Vestey's Tank - Bullocky Point, Darwin;
- Stonemasonry repairs - Barrow Creek Telegraph Station;
- Repairs and maintenance - Stella Maris Hostel, Darwin;
- Replacement of roof - Territory Craft Building, Araluen Cultural Precinct, Alice Springs;

- External painting of building - Frogs Hollow, Darwin;
- Remedial work to athletics track - Arafura Stadium Marrara, Darwin;
- Repairs to thermal pool board walk - Eusey National Park, near Katherine;
- Stonemasonry repairs - Glen Maggie Homestead Ryans Well;
- Repairs to electrical services - East Point Military Museum, Darwin;
- Relocation and Refurbishment of Sandfly Steam Locomotive - Old QANTAS Hangar, Darwin; and
- Repair irrigation in rainforest - George Brown Darwin Botanic Gardens.

Key infrastructure outcomes for 2008–09 include the upgrade and maintenance to sites such as:

- Construction of Larapinta Trail Shelters - West MacDonnell National Park, near Alice Springs;
- Stage Two of the Leanyer Recreation Park Development, Darwin; upgrade to include waterslides and life guard towers, expansion of the skatepark, carpark, shelters, barbecues, fencing and seating areas;
- Ablution facilities and upgrade to 1st and 2nd gorge creeks, Nitmiluk National Park, near Katherine;
- Electrical Supply Upgrade - Hidden Valley Motor Sports Complex, Darwin;
- Conversion of Gallery Three function area to Gallery space - Araluen Art Centre, Araluen Cultural Precinct, Alice Springs;
- Replacement of billboard signs, TIO oval - TIO Stadium, Darwin;
- Construction of a new toilet block at the Nitmiluk National Park, near Katherine.

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

- Reconstruction of boardwalk and wetlands lookout at Fogg Dam Conservation Reserve, near Darwin;
- Redevelopment and upgrade of camp ground and day-use facilities at Buley Rockhole and Florence Falls, Litchfield National Park, near Darwin;
- Construction of new fuel storage infrastructure and remediation works at Black Point Coburg Peninsula, near Darwin;
- Replacing airconditioning system at the Museum and Art Gallery of the Northern Territory, Bullocky Point, Darwin; and
- Major upgrade to drainage, sewerage and electrical works across the complex at the Hidden Valley Motor Sports Complex, Darwin.

These projects are expected to be completed in 2009–10 financial year.

Infrastructure Challenges in 2008–09

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

In September 2008, Alice Springs was hit by severe storms causing significant flooding damage to the Agency's infrastructure and assets which resulted in the repairs to be carried out to the roof at the Araluen Cultural Precinct, Simpsons Gap walking tracks paths, and repairs to the Larapinta Trail.

In October 2008 the Hidden Valley Motor Sports Complex, Darwin, required electrical repairs due to damages resulting from lightning strike.

Infrastructure Priorities for 2009–10

The Agency works in association with the Northern Territory Government's Department of Planning and Infrastructure, to achieve its long-term objectives which are detailed in the Agency's 10 year infrastructure plan.

Infrastructure priorities for 2009–10 include:

- Develop building infrastructure to house interactive media and to provide a point of contact for distribution of visitor information as part of Stage Two Developments for the West MacDonnell Visitor Centre and facilities at the Alice Springs Desert Park;
- Upgrade electrical distribution to visitor nodes including the campground and visitor centre at Nitmiluk National Park, near Katherine;
- Establish areas of conservation significance to link National Parks throughout the Northern Territory via the [Territory Eco-link](#) initiative;
- Replace the airconditioning system at the Araluen Cultural Precinct, Alice Springs, with 50 per cent of total project value to be funded by the Australian Government;
- Develop a new Water Park in Palmerston incorporating a free form swimming area, soft fall water area, barbecues and lawns, beach volleyball courts and a walking/running track;
- Upgrade the Drag Strip at Hidden Valley Motor Sports Complex Darwin, with \$2.5 million funding secured from the Australian Government;
- Upgrades to drainage, sewerage and electrical infrastructure at the Speedway totalling \$750 000 and \$250 000 for upgrades to the Go Kart Track; and
- Replacement of the existing public address system at the TIO Stadium, Darwin.

Ethical and Responsible Decision Making

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

- Code of Conduct for Visiting Properties in the Northern Territory
- Code of Conduct and Supervisory Practices for Commission Employees Working with Children
- Code of Conduct for the Junior Ranger Program

The Agency's Code of Conduct training program was held in Darwin, Palmerston, Katherine and Alice Springs with a total of 140 employees participating in 2008–09. The program is designed to enhance employee's knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. It also draws on the *Northern Territory Public Sector Principles and Code of Conduct* as the source document which sets out the conduct expected of all Northern Territory Public Sector employees and the values they are obliged to uphold.

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

Greener Government

The Agency has continued to make progress in reducing its carbon emissions and energy usage in 2008–09. This has been achieved by reducing and improving resource consumption and developing better environmental working practices to reduce its carbon emissions.

Eco Efficiency Audit

To provide some independence and transparency to the Agency's commitment to reducing its eco-footprint the services of environmental auditor Missing Link were engaged in 2007–08 to conduct an environmental audit to review the Agency's operations, identify new opportunities to offset carbon emissions and estimate the Agency's carbon footprint.

In 2008–09 results from the Missing Link report were collated and compiled to reveal a number of positive steps and initiatives to further help reduce the Agency's carbon footprint. The report found the Agency's carbon footprint to be 8674 Tonnes of Carbon equivalent per year.

The report recognised that the Agency was already undertaking many actions to reduce its carbon footprint and recommended a more coordinated approach to its actions and provided the following major recommendations:

- Ongoing management support and resources;
- Policy support for funding additional eco-efficiency measures;
- Modifications to the financial system for monitoring and reporting;
- Facilitating reporting of achievements;
- Re-branding the project for greater engagement across the Agency;
- Develop engagement reasons to be involved;
- Systematic and regular reporting; and
- Training through interactive materials.

The Agency began implementation of the major recommendations through its Education for Sustainability business unit, targeting behaviour change of employees to reduce the Agency's carbon footprint. The Education for Sustainability Unit is also responsible for leading the Agency's Green Group to help implement the behaviour change in the Agency to achieve the goal of reducing its carbon footprint.

The Green Group

The initial phase of implementing the recommendations from the report by Missing Link saw the establishment of the Agency's Green Group in 2008–09. This Green Group will be working to ensure involvement across the Agency to meet the goals related to reducing its carbon footprint.

The Green Group is a re-branding and expansion of the previous Green Initiatives Team, as outlined in the Agency's 2007–08 Annual Report. The Green Group is made up of representatives from across the Agency, from a range of employment streams and levels.

Members were divided into two categories, making up a Strategic Green Group and an Action Green Group, each providing different functions but both working to achieve the same goals.

The Strategic Green Group mobilised to begin developing an Agency Sustainability Strategic Plan which is to cover eco-efficiency in Agency offices, vehicle fleet, infrastructure and procurement. The Action Green Group worked with Agency divisions to suggest ways to pilot local action in their work areas.

These members are encouraged to motivate others in the workplace to change their daily behaviours towards a more sustainable practice and ensure that information about the greening of the Agency is being communicated to all areas.

The Action Green Group has identified and begun to implement the following new initiatives in 2008–09:

- Use of and provided instructions for 'Think before you print' email signatures;
- Staff to request not to receive any paper pay slips and use the Agency's online facility to access this information;
- Reminder to staff, and provide instructions, on how to activate the sleep function on computers;
- Encouraged the use of video conferencing between the Agency's facilities in Palmerston, Katherine and Alice Springs;
- Purchase environmentally friendly office products ie recycled paper and toilet paper;
- Registered the Agency and participated in Earth Hour on March 28 2009; and
- Registered the Agency and participated in *Ride to Work Day* 2008.

The formation of the Green Group, development of a strategic plan for eco-efficiency and commencement of behaviour change in the Agency were key achievements of the Green Group in 2008–09.

The Green Group will continue to identify opportunities for action and improvements across the Agency through the Education for Sustainability Unit in 2009–10.

Improving Systems for Eco-efficiency

The Agency is working on improving systems for the collection and recording of energy use to improve the current system for energy data collection which can result in inaccuracies. Due to the difficult nature of collecting data, such as recording diesel usage for government operations at remote ranger stations, a pilot program has been set-up in an effort to combat these inaccuracies.

The pilot program aims to measure greenhouse gas emissions and energy use at six selected sites across the Territory using a tracking tool.

The sites initial sites being tested include;

- Museum and Art Gallery of the Northern Territory;
- George Brown Darwin Botanic Gardens;
- Herbarium;
- Alice Springs Desert Park;
- Window on the Wetlands; and
- Territory Wildlife Park.

The tracking tool provides a way for Agency employees to enter billing data on power and water usage into a database via an online system. This data can then be converted to reflect equivalent greenhouse gas emissions used. The tool will enable building managers to track and report energy use in their work areas and will assist in the communication of Agency improvements to the wider public.

Reducing Energy Usage

Energy reduction is an Agency priority and it currently reports on energy use at 66 Agency sites across the Northern Territory in accordance with the Northern Territory Government's [Energy Smart Buildings Policy](#). Energy consumption during this reporting year decreased at 37 sites and increased at 21 sites.

Accurate data collection and recording is difficult for some of the Agency's infrastructure due to the remote nature of many sites, such as remote ranger stations which rely upon diesel generation. As a result, some of the sites recording an increase in energy consumption may be attributed to erroneous data collection and recording.

There are five sites which currently do not have energy data.

Other energy reduction projects were undertaken during the year and include upgrades to the Museum and Art Gallery of the Northern Territory by;

- Replacing the airconditioning in the Flinders and Link Gallery at the Museum and Art Gallery of the Northern Territory in Darwin to a more efficient system helping to reduce energy consumption and lower carbon emissions; and
- Implementing sensor lighting throughout the Museum and Art Gallery of the Northern Territory's main museum building in Darwin. This includes all office areas, corridor's and back of house work areas to turn on lights only when necessary helping save on energy use for times when lights are not needed or in low access areas.

Operational Policy Changes

In considering the environmental impact of the Agency's operations two substantial policy changes were made in the areas of procurement and its vehicle fleet:

Vehicle Fleet

In 2008–09 the Agency implemented a Fleet Greenhouse Policy which sets out an Agency Fleet minimum greenhouse emission standard of 5.5, as determined by the Australian Government, for passenger vehicles and 3.5 for light commercial vehicles. The greenhouse emission standard is aligned to the emission targets specified in the Northern Territory Government Green Fleet Strategy which is expected to be implemented in 2009–10.

The Agency's Fleet Greenhouse Policy is not only being used for Northern Territory Government plated vehicles but for privately plated vehicles as used by Executive level employees.

Executive Leadership Group (ELG) members within the Agency have committed to leading by way of example to reduce carbon emissions by reducing the engine size of their vehicles. All ELG members' vehicles were changed to 4 cylinders or hybrid vehicles when they required renewal in 2008–09.

As a result of the Agency's Fleet Greenhouse Policy the following changes have taken place;

- Increased the amount of hybrid vehicles by 4 to a total of 9;
- Six cylinder and above vehicles remained the same in 2008–09 with a total 140; and
- Agency vehicle holdings increased by 22 to a total 273.

Due to the transfer into the Agency the Output Group of Sport and Recreation and the Libraries Output, an additional 17 vehicles were consequently added to the Agency's fleet.

The Fleet was further expanded to provide new resources for Bushfires Northern Territory to support volunteer fire fighters providing for new vehicles for training (1), volunteer support (1) and fire fighting (2) as approved by the Bushfires Council of the Northern Territory.

Due to the varied and ranging duties undertaken by various staff across the Agency a comprehensive fleet is required for staff to conduct field work and activities across various terrains in remote areas of the Northern Territory.

In order to perform work duties in a safe and efficient manner, the use of 4WD vehicles that have the capacity to carry and tow heavy loads through various terrains are required, as standard hybrid and small four cylinder vehicles are not suited to this type of work.

A majority of the Agency's Fleet that are six cylinders and above and are specifically fitted out to include hydro drilling, mobile fire fighting, tow boats, park ranger vehicles with capacity to transport quad bikes and water storage units, and wildlife management vehicles.

A complete review of the Agency's fleet is proposed in 2009–10, with new vehicle technology providing options that both meet field work and bush driving requirements and also provide better carbon outputs than the current fleet mix.

Green Priorities for 2009–10

- The Agency will continue to change employees' behaviours and reduce Greenhouse gas emissions through the efforts of the Green Group and the Education for Sustainability Unit, and identify opportunities for action and improvements.
- Continue support of the Government's [Energy Smart Buildings Policy](#) by undertaking new projects during 2009–10 to reduce its energy consumption that include:
 - Defaulting all Agency computers to double sided and black and white printing;
 - Switching to 100 per cent recycled paper (approximately 85 per cent of the Agency already uses 100 per cent recycled paper);
 - Activating the Energy Star mode on computer systems;
 - Installing paper recycling bins in all work areas with staff encouraged to use them;
 - Additional recycling bins in kitchens for plastics and other recyclable items;
 - Decrease in airconditioning use through increases to the thermostatic temperature;
 - Installation of occupancy sensors in suitable areas and introducing timers on lights through infrastructure projects; and
 - A reduction in printing and copying, utilising Intra/Internet to publish large documents.

- Seek funding in 2009–10 from the Northern Territory Government's [Energy Efficiency Program](#) (GEEP). This program provides funding of \$6 million over three years for projects that will reduce the energy consumption and greenhouse gas emissions of the highest energy using Northern Territory Government agencies.

The following projects are being investigated as potential projects to fund under the GEEP:

- Installation of meters at all remote ranger stations to assist with the collection of data to reporting and monitoring;
- Lighting upgrade at the Alice Springs Desert Park using light-emitting diodes commonly known as LED lighting; and
- Introduce a carbon offset policy requiring Agency staff to select the carbon offset option when travelling.
- Implement an energy efficiency lighting trial at the Museum and Art Gallery of the Northern Territory for the Cyclone Tracey exhibit. This will involve removing existing lighting and replacing it with a more energy efficient lighting without compromising the quality and volume of lighting necessary for the display. This project is funded through the Northern Territory Government's [Energy Efficiency Program](#) (GEEP).

Governing Legislation

The Agency is responsible for administering 44 pieces of legislation, with 23 Acts and 21 pieces of subordinate legislation, on behalf of the Ministers for Arts and Museums, Natural Resources, Environment and Heritage, Parks and Wildlife, and Sport and Recreation.

This legislation provides an overriding direction for many functions that the Agency performs and is the foundation to a number of its Outputs.

The Agency has developed a program of review aimed at ensuring its legislation remains relevant to its functions and incorporates best practice in the areas it administers. The Agency also has a statutory responsibility for certain authorities and bodies as listed in the Appendix on page 236.

Legal Proceedings

The Agency had two prosecutions instigated under the *Territory Parks and Wildlife Conservation Act* for the period 2008–09. One of these proceedings was finalised in the 2008–09 period, which resulted in a conviction and a \$560 fine. The other proceeding is yet to be finalised in court.

Table 1: New legal proceedings in 2008–09

Act	Section of Act for Alleged Breach	Charge	Result	Total Penalty	Status as at 30 June 2009
<i>Territory Parks and Wildlife Conservation Act</i>	Section 66 (2)	Unauthorised Possession of Protected Wildlife	Conviction recorded and fined	\$560	Case closed
<i>Territory Parks and Wildlife Conservation Act</i>	Section 66 (1)	Unauthorised taking of Protected Wildlife	N/A	N/A	Adjourned for hearing

Access to Information

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

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

Accessing Information

The Agency has policies and procedures to enable people to access information and to request corrections to personal information. The policies and procedures are available at www.nt.gov.au/nreta/foi/

Applications must be in writing and identify the name of the applicant; provide sufficient details to identify the information sought or the information to be corrected; specify an address to which correspondence regarding the application may be sent and where applicable, and include the application fee of \$30.

Applications can be lodged via post, facsimile or email.

Manager HR and Legal Services
PO Box 496, Palmerston NT 0831
08 8999 4723 (fax)
foi.nreta@nt.gov.au

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

Request for Access to Information in 2008–09

The Agency had one outstanding information request from the period 2007–08 which was withdrawn in the period 2008–09.

In 2008–09, the Agency responded to two new formal information requests.

Both requests related to government information, one of which was finalised in the period 2008–09. The other request is yet to be completed and is still ongoing as at 30 June 2009.

Information Act Requests	2008–09	2007–08	2006–07
Applications carried over from previous year	1	0	1
Applications to access personal information	0	0	0
Applications to access government information	2	1	2
Requests withdrawn	1	0	1
Responses completed within 30 day period	0	0	2
Responses completed exceeding 30 day period	1	0	0
Applications on hand as at 30 June	1	1	0

Types of Government Information Held by the Agency

The Agency's Information Management Strategy centres on ensuring compliance with Part 9 of the *Information Act* Activities that take place within the Strategic Records Unit are in-line with advice and standards provided by the Northern Territory Archives Service under Part 9 of the Act. The Agency is developing processes and procedures to ensure types of records are captured accurately. A comprehensive list of the Agency's publications is available on the Internet.

Ombudsmen Inquiries

The Agency received no enquiries by the Northern Territory Ombudsman during 2008–09.

There was one enquiry outstanding from 2007–08 in relation to the outcome of the provision of grants by the Key Arts Organisation assessment panel. The issue was reviewed resulting in recommendations by the Ombudsman which have been addressed in the interim through an internal review of Theatre and Performing Arts in the Northern Territory and the matter was closed.

Corporate Communication

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

Internet and Intranet

The Agency maintains an employee only Intranet resource and publicly accessible Internet site, with each containing over 1000 pages of information. The Internet site provides an online presence for the Agency to present its information and services to an ever expanding audience. The Agency received 119 emails through Internet feedback regarding its activities and requests for information.

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

Future Priorities

- Implement a new content management system for the Agency’s Internet and Intranet Systems to ensure up to date content and ease of use in managing the sites.
- Enable a web application that will allow users to search for activities within the Parks area of the Internet, specific to activities and facilities of regions in the Northern Territory.

Chief Executive’s Newsletter

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

Friday Round Up

The Communications and Media Business Unit provides a weekly summation of the Agency’s activities as covered by local, national and international media across print, radio, television and web and is posted on the Intranet.

Media Release Distribution

The Communications and Media business unit issued 282 media releases to local, national and international media in relation to the Agency’s activities. This figure incorporates both proactive and reactive releases to media inquiries, and does not include general requests for interviews by media with Agency staff. Media training for 16 staff was also coordinated by the Communications and Media Unit.

	2008–09	2007–08	2006–07
Media Releases Issued	282	181	216

Secretariat

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

Secretariat Services	2008–09	2007–08	2006–07
Ministerials	1606	1266	1373
Cabinet Comments for other government agencies	76	78	48
Cabinet Submissions for the Department	41	40	64
Legislative Assembly Briefings	527	311	298
Estimates Committee Briefings	369	196	140
Executive Council Submissions	4	2	10
Business Agenda NT	5	8	10

Strategic Partnerships

Cooperative Partnerships

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

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

Northern Territory Government agencies

1. Worked with the Department of Education and Training to:
 - Deliver public library services through joint-use school/public libraries at Taminmin, Nhulunbuy and Alyangula.
 - Build long term relationships in jointly managing the Artists in Schools Program to provide Artists in Schools Grants Program.

- Develop the exhibition *ExitArt: Contemporary Youth Art of Northern Territory Year 12 Students 2008* including development of education resources, public events, senior art study days and the publication of a full-colour catalogue.
 - Reviewed School Sport in the Northern Territory.
 - Establish partnerships with local schools to provide training in conservation and land management through Vocational Education and Training programs.
2. Partnered with the Department of Regional Development, Primary Industry, Fisheries and Resources to:
 - Liaise on water planning in priority areas in the Northern Territory including Mataranka, Katherine, Ooloo, Darwin Rural Area and the Western Davenport ranges.
 3. Worked with the Department of Justice to:
 - Manage a landscaping program to assist Alice Springs inmates with rehabilitation and contribution to the local community to aid in reducing return visits at the Araluen Art Precinct and the Alice Springs Desert Park.
 - Partner with Darwin Correctional Services Centre and the Territory Wildlife Park to help build inmate skills to improve future employment options through landscaping and cleaning activities.
 - Present a *Prisoner Art* exhibition at Fannie Bay Gaol.
 4. Worked with the Department of Planning and Infrastructure to:
 - Partner with the Darwin City Council and the Darwin Entertainment Centre on managing the Centre's building maintenance and repairs.
 - Discuss development in the Northern Territory where raw water is required, eg Darwin Rural area.
 - Sign a Memorandum of Understanding to develop a Northern Territory Crown Land Strategy to manage fire and weeds, incorporating vacant Crown Land, roads and Northern Territory Land Corporation land.

- Construct of the new Netball Centre at Marrara Sporting Precinct.
 - Review the condition of the Arafura Athletics track.
 - Complete construction of the VIP Lounge at Speedway at the Hidden Valley Motor Sport Complex.
 - Consult for the future Palmerston Water Park and Palmerston Sporting Precinct.
5. Maintained a joint approach with Tourism Northern Territory supporting tourism planning and development on Parks, and jointly creating procedures to enable commercial accommodation facilities on parks.

Other Governments (local, state, federal, international)

1. In partnership with the Australian Government's Department of Environment, Water, Heritage and the Arts:
 - Continued the long-term monitoring of frogs, birds, reptiles and mammals in Kakadu National Park.
 - Continued to work closely with the Historic Heritage Branch including carrying out administrative duties as the Northern Territory delegate for the Commonwealth's *Historic Shipwrecks Act*.
 - Administered and delivered the Regional Arts Fund grants program and negotiated a four year funding agreement commencing on 1 July 2008.
 - Entered into a funding agreement to develop an Indigenous Employment Strategy for the Northern Territory music sector.
2. Partnered with the Department of Defence to construct holding mews for the birds of prey collection at the Territory Wildlife Park and reciprocal training of Army staff in the handling of their animal mascots.
3. Partnered with the Australian and Western Australian Governments to research the risks of climate change to Indigenous communities in tropical Northern Australia.

4. Successfully negotiated partnerships with the Australian Government's Screen Australia and Tasmania's Screen Tasmania and the South Australian Film Corporation to be involved with the Northern Territory Film Office's feature film script development initiative IGNITE.
5. Developed and Presented the exhibition *Husi Bei Ala Timor Sira Nia Liman: From the Hands of our Ancestors* in partnership with the National Directorate of Culture, Ministry of Education and Culture, Timor-Leste.
6. Continued a Memorandum of Understanding with the South Australian Country Fire Service to provide Registered Training Organisation services to enable the delivery of national accredited fire management and related training.
7. Worked with Queensland and Western Australian Governments on national water programs with regards to the Northern Australian connections, being implemented under the Council of Australian Governments water reform programs.

Non-Government

1. Partnered with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) to access materials held by AIATSIS through the Library and Knowledge Centres in Pirlangimpi and Milikapiti facilitating access and return of material to Indigenous Communities.
2. Worked with the Australian and South Australian Government on a cooperative environmental assessment of the BHP Billiton Olympic Dam expansion proposal, bilateral assessment of the Energy Resources Australia Ranger Heap Leach Facility and Tenax Clarence Strait Tidal Energy proposals.

Landowners and Resource Managers

1. Assisted pastoralists in Central Australia to develop and implement remedial plans to address land condition issues including track and fence line erosion.

2. Provided technical advice and strategic planning support to land owners and resource managers for conservation and management of heritage assets across the Northern Territory.
3. Worked with Threatened Species Network to produce a set of cards on little known Northern Territory arid plants.
4. Worked with Rio Tinto Alcan Gove in assessing plant species of conservation significance prior to clearing for mining.
5. Delivered educational activities in partnership with Roper River Landcare Group to children in Mataranka rural area and Katherine.
6. Worked with Greening Australia to pot up seeds and prepare seedlings to be used in revegetation projects in the Katherine region.
7. Consolidated relationships generated through joint management planning processes with neighbours engaged in pastoral, horticulture, tourism and defence businesses which adjoin parks and reserves in the Adelaide and Mary River catchments.
8. Continued to undertake mass rearing, release and monitoring of biological control agents for *mimosa pigra* with the cooperation and assistance of multiple landholders in the Daly, Moyle, Docherty, Adelaide and Finnis catchments.

Indigenous Groups

1. Partnered with Desert Knowledge Cooperative Research Centre to continue providing technical and physical assistance to the development of the bush tomato plantation research project aimed at finding out where different species of bush tomato come from, and selecting the more appropriate varieties to grow.
2. Partnered with the Warlpiri Education and Training Trust (WETT) to conduct additional visits to the Lajamanu community library to ensure continuation of service delivery and delivery of the early literacy program.
3. Partnered with the Marthakal Resource Centre, to contribute to the development of management planning for a proposed Indigenous Protected Area for islands off north-eastern Arnhem Land. It is anticipated that it will be completed by September 2009.
4. Worked with the Larrakia Nation Aboriginal Corporation to examine options for managing cultural sites of significance by the Larrakia Minbeni Ranger Program in the Middle Arm Region.
5. Supported the development of Indigenous visual arts and communities through the high profile and effective [National Aboriginal and Torres Strait Islands Arts Award](#) program.
6. Coordinated with Tjanpi Desert Weavers to present a workshop at Museum and Art Gallery Northern Territory during [National Aboriginal and Torres Strait Islander Art Awards](#).
7. Worked in partnership with Larrakia Nation Aboriginal Corporation's Ranger program to provide opportunities for employment and work experience on local Darwin parks and reserves to develop land management capacity and experience to participants.
8. Worked with Traditional Owners of Nitmiluk and Gregory National Parks to plan and deliver educational activities for children attending overnight 'country camps'.
9. Maintained and enhanced partnerships with Dhimurru Aboriginal Corporation and the Laynhapuy Homelands Indigenous Association in north-east Arnhem Land by providing training and implementation of work programs on the Dhimurru and Laynhapuy Indigenous Protected Areas by experienced Senior Parks and Wildlife rangers.
10. Built partnerships and engaged with the Indigenous arts sector to achieve Building Strong Arts Business outcomes through consultation with peak bodies, establishing funding partnerships and negotiating with local art organisations.

11. Worked with the Borroloola Community Education Centre through the River Region Youth Development Services to provide expert advice on native species and habitat regeneration for the school landscaping project.
12. Liaised with Indigenous groups in the Mataranka, Katherine, Ooloo, Darwin Rural Area and the Western Davenport ranges to advise and inform them of Water Allocation activities as well as provide an opportunity for involvement with the water allocation planning.
13. Worked with the North Australian Indigenous Land Management Alliance and the Indigenous Water Policy Group to ensure that Indigenous policy issues related to water management are understood and implemented where appropriate.
14. Worked directly with Traditional Owners on the Tiwi Islands to provide advice on the sustainable yield for agricultural water use on the Islands in line with the Water Allocation Plan.
15. In partnership with the Anindiliakwa Land Council undertook land and property surveys targeting rubber vine and pond apple on Groote Eylandt.
16. Co-ordinated with the Wangamaty Landcare Group and Women Rangers and undertook mass rearing, release and monitoring of biological control agents for *mimosa pigra*.
17. Worked with the Northern Land Council to:
 - Build a fire management capacity in the Port Keats and Wagait Land Trusts.
 - Undertake research and capacity building to establish savanna burning greenhouse emissions abatement projects in Central Arnhem Land and the Gulf of Carpentaria.
18. Continued to maintain close working relationships with the Northern and Central Land Councils to ensure the continued development of relationships with traditional Aboriginal owners of jointly managed Parks and Reserves.

Arts and Related Sector Groups

1. Continued a long term relationship with the Asialink Arts Residency Program which promotes cultural understanding, information and artistic exchange between Australia and Asian countries.
2. Ongoing partnership with the Australia Council to implement the Visual Arts And Crafts Strategy (VACS). This is a four year commitment of the Australian and Territory Governments on the basis of matched funding to the visual and craft sector to build a strong, sustainable and dynamic contemporary visual arts sector, characterised by a stable base of organisations.

Community Engagement

Output Group: Parks and Reserves

- Held workshops and conducted consultation targeting tourism industry operators that visit National Parks at West MacDonnell, Finke Gorge, Watarrka and Litchfield National Parks to share information, perspectives and issues to better understand the tourism and protected area management.
- Established a local steering committee for the West MacDonnell Visitor Centre and conducted industry briefings on the government tender process to assist community and industry engagement in the production process of the Centre's digital interpretation.
- Continued working with children, youth and families in the Darwin, Katherine, Alice Springs and Tennant Creek regions through the Junior Ranger Program. The program offers a range of Parks and Wildlife activities such as team building, community leadership, volunteering, park management, career awareness and environmental education.

Output Group: Biological Parks

- Hosted 40 schools and over 1500 students at Window on the Wetlands, offering free of charge guided tours of the centre and activity sheets for the students to complete.
- Developed volunteer programs aimed at 12 to 20 year olds at the Alice Springs Desert Park to expose participants to the diverse fauna of Central Australia, while contributing to scientific research and biodiversity conservations.
- Worked with Aboriginal students from regional schools to experience career options, develop employability skills and build self esteem at the Alice Springs Desert Park.

- Hosted two DesArt Indigenous art night markets at the Alice Springs Desert Park attracting 1300 visitors and generating \$64 000 sales to art centres.
- Assisted Yipirinya School with developing a bush garden and Alice Springs High School students to propagate *callitis* at the Alice Springs Desert Park for potted Christmas trees.
- Conducted four cane toad busts at the Territory Wildlife Park with members of the local community volunteering in the collection and removal of toads from various areas on the park.
- Hosted a Community Carnival at the Alice Springs Desert Park celebrating the Parks partnership with the Friends of the Desert Park and included carnival activities, guided presentations, local live entertainment and food stalls that attracted 500 visitors.
- Hosted community markets at the Territory Wildlife Park as part of a twilight night activity, celebrating Mother's Day in May 2009 with markets stalls run by local traders selling art and craft from the region.
- Hosted 21 camps for schools and community groups such as Scouts, Girl Guides and Junior Rangers at Territory Wildlife Park's Camp Calytrix. The Camp Calytrix program aims to increase awareness and understanding of Top End ecosystems.
- Hosted activities at the Alice Springs Desert Park for Science Week in August 2008, such as "Scinema", a festival of science films screening for National Science Week and free screenings of the DVD series "Animal Kingdom" and "To the Moon and Back".
- Held a Christmas Pageant at Territory Wildlife Park for six local schools from the rural Darwin area.

Output Group: Natural Resources

- Engaged with the local Katherine community to develop the Katherine Water Allocation plan which won the Chief Minister's award for excellence in the Public Sector-Engagement with the Community category.
- Conducted community forums soliciting feedback on the Living Rivers program in Darwin, Katherine and Alice Springs and promoted the importance for public submissions on the development. Submissions closed on 30 June 2009 and 1645 were received.
- Presentations were held for industry groups upon development of the Howard East Aquifer Water Allocation Plan in the Darwin rural area.
- Organised meetings with the Water Advisory Committee which is made up of industry, and indigenous, environment and local sectors of the Mataranka community, for consultation during the development of the Mataranka Allocation Plan.
- Consulted with Tiwi Land Council, Traditional Owners and the Tiwi Islands community on commencement of a Water Allocation Plan for the Tiwi Islands.
- Coordinated input from members of the community interested in Northern Territory weed matters through their participation in the Weed Risk Reference Group who reports to the Weed Advisory Committee made up of industry representatives.
- Contributed to and participated in the Tropical Garden Spectacular, Fred's Pass Show and regional centre shows.
- Compiled, printed and launched the Best Practice Management Manual for Athel Pine and *Mimosa pigra* with an accompanying DVD that was distributed throughout Australia to natural resource management organisations, community interest groups and Governments.

- Continued to work with schools in the Darwin region to deliver the national Weed Warriors program, designed to give school-aged children the opportunity to learn, about invasive pest plants and how to control them.
- Produced and distributed community reporting brochures to Indigenous Communities for inshore dolphins, giant clams and leatherback turtles, designed to encourage the public to report sightings and known nesting sites for these animals.

Output Group: Environmental Sustainability

- Held public forums in Howard Springs, Wagait Beach and Darwin to receive feedback on the Darwin Harbour Advisory Committee's draft [Darwin Harbour Regional Management Strategic Framework 2009–13](#) with over 50 community members participating in the meetings.

Output Group: Heritage Conservation

- Led an expedition to confirm the identity of the World War II shipwreck, the *Florence D* working closely with members of the community, in Jim Miles and Wayne Keeping, who first discovered the wreck.
- Worked with the community and students from local and interstate Universities to conduct an excavation of the rear block of the heritage-listed Sue Wah Chin stone building.
- Participated in a Taminmin High year 11 visit to Fenton Airfield heritage site and provided handouts to students on information on Northern Territory heritage.

Output Group: Scientific and Cultural Collections

- Hosted 25 public events at the Northern Territory Library at Parliament House with over 4000 people in attending exhibitions, displays, lectures and workshops all showcasing library services and collections.
- Opened the exhibition *Husi Bei Ala Timor Sira Nia Liman: From the Hands of our Ancestors* which featured music by traditional Timorese artist Ego Lemos, a welcome ceremony by local Timorese children and the Timor-Leste delegation.
- Presented the annual Desert Mob exhibition and associated events at the Araluen Cultural Precinct to increase audiences, achieving increased financial return to participating art centres and Araluen as the venue.
- Hosted a series of well attended community forums in Darwin and Alice Springs on theatre sector issues and arts policy and funding priorities.
- Hosted public screen industry forums in Darwin, Alice Springs and Yuendumu, north-west of Alice Springs.
- Floor talks were conducted by artists and curatorial teams for numerous exhibitions such as *Supercrocodylians: Darwin's ultimate survival story*; and *Exit Art: contemporary youth art of Northern Territory Year 12 students 2008*.
- Hosted a highly successful evening talk by internationally renowned palaeontologist Dr Paul Sereno, and local crocodile expert Adam Britton for *Supercrocodylians: Darwin's ultimate survival story*.
- Held an opening day for the *Supercrocodylians: Darwin's ultimate survival story* where three local schools were invited to participate.
- Conducted art workshops for children in ceramic construction methods by artist Michael Doolan, held in conjunction with *Arafura Craft Exchange*.
- Hosted School Holiday Program *Tekee Tokee Tomak* facilitated by Australian musician and musicologist, Ros Dunlop aimed at bringing to life aspects of Timor-Leste's culture through music, story-telling and interactive fun and games.
- Facilitated school visits to the Museum and Art Gallery Northern Territory, including exhibition tours complementing the curricula, reached approximately 12,500 students and teachers, and were supported by over 20 Museum and Art Gallery Northern Territory Education volunteers.
- Provided guided tours of Herbarium facilities to the Australian Wildlife Conservancy, Palmerston High School, Sandalwood Feedlots, Taminmin High School, and interested members of the public. The tours were tailored specifically for the respective audience and highlighted the services available to professionals and visitors.
- Delivered multiple natural science talks, workshops and field excursions to community groups such as the Northern Territory Field Naturalists; school children and the general public.
- Hosted eight work experience students from schools at the Museum and Art Gallery Northern Territory, Darwin, and participated in the St Philips Secondary School, Alice Springs, annual Careers Night.
- Facilitated a meeting between Traditional Owners from Jay Creek and the Agency's Heritage unit and provided archival film and photographic material.

Output Group: Arts and Screen Industry Support

- Staged the sixth biennial Regional Arts Australia national conference *art at the heart* in October 2009 in Alice Springs where local community input was sought from a Local Engagement Group and Indigenous Advisory Group throughout the development and programming of the conference. A free public festival program was also held requiring an extensive volunteer program.

Output Group: Sport and Recreation

- Undertook extensive community consultation to develop the proposed Sport and Active Recreation Policy, hosting more than 50 forums where feedback from the general public, peak sporting and recreation personnel, local shire councils, national sporting groups, and the Australian and Northern Territory Governments were received.
- Implemented Shire reforms and the development of the Active Remote Communities Grants Program supporting the employment of Community Sport and Recreation Officers in Shires to achieve Sport and Recreation and indigenous training and employment outcomes.
- Engaged with Shires, communities and Softball Northern Territory to develop and implement the inaugural Shire Softball Competition.
- Delivered the Australian Sports Commission Indigenous Sport Program that benefits Indigenous people in remote communities.