

Making It Happen



Making It Happen

Corporate Governance

This chapter describes and reports on Treasury's corporate governance arrangements. Corporate governance is the means by which Treasury directs and controls its operations to enable the organisation to achieve its objectives and meet its responsibilities to its stakeholders. It also ensures that decision making and operations are guided by a set of principles that maintain ethical standards.

Accountability

Senior Management Group

Treasury's SMG is responsible for strategic decision making and policy setting in relation to Treasury's operations and internal processes. The group also provides leadership and strategic direction to the organisation and ensures Treasury meets its corporate requirements.

SMG generally meets on a weekly basis. For administrative efficiency, SMG also sits, in effect, as the risk and audit, human resource management and information management subcommittees.

Corporate Governance Committees

Six standing committees support SMG in carrying out its responsibilities in providing leadership on key issues affecting the organisation:

- risk and audit;
- human resource management policy;
- professional development;
- information management;
- occupational health and safety; and
- energy management.

SMG considers reports and briefings from each committee and provides direction and approval of corporate policy or organisational projects. Each committee's role, performance in 2008-09 and priorities in 2009-10 are outlined in this section.

Directors and Staff

Treasury's directors are responsible for managing the day-to-day operations of business units, managing and developing performance and producing outputs towards achieving the agency's desired outcomes. They are accountable to their respective SMG members (see Organisation Chart at page 16).

The corporate governance and accountability framework is presented in Figure 7.

Values

Treasury's values are underpinned by trust, integrity and professionalism. We are committed to providing frank, accurate and timely strategic advice. Treasury staff take responsibility for their work and behaviour and act in a collaborative way with integrity, respect and fairness. We recognise the dedication and expertise of our staff and support them in balancing professional and personal priorities.

Strategic Objectives

Treasury strives to provide:

- quality analysis and public policy advice on economic, fiscal, social and commercial issues;
- best practice financial management;
- effective intergovernmental financial relations;
- a fair and efficient Territory tax system; and
- appropriate superannuation arrangements for the Territory public sector.

Through a well-managed and flexible organisation, we:

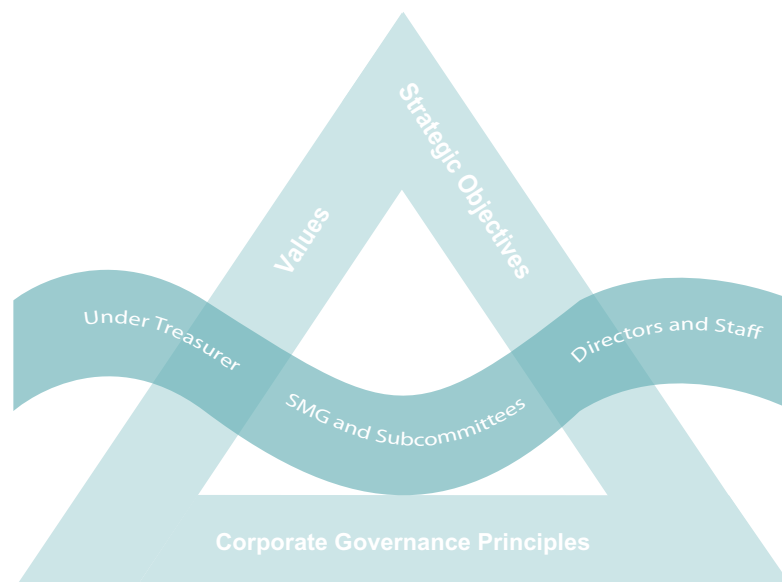
- recruit and retain high quality staff; and
- are committed to high quality output in a safe, supportive workplace.

Corporate Governance Principles

The key principles that Treasury endeavours to consider when making decisions and taking action on day-to-day operations are:

- **Accountability:** Treasury and its employees take responsibility for their decisions and actions;
- **Transparency:** decisions, actions and advice are open to, and can withstand, the scrutiny necessary to ensure that stakeholders can have confidence in Treasury decision-making processes;
- **Leadership:** modelling and fostering behaviour that supports Treasury's values, inspires and influences others and shapes organisational culture;
- **Integrity:** actively promoting honesty and ethical conduct by upholding appropriate standards of behaviour; and
- **Equity:** fairness and equity in decision making that is free from bias.

Figure 7: Treasury's Corporate Governance and Accountability Framework



Transparency

Corporate Planning and Reporting Process

Each year the Under Treasurer and SMG identify Treasury's strategic objectives. These objectives guide the direction of Treasury's core business areas in the delivery of government outcomes. Achievement of Treasury's objectives, output groups and outputs are reported in each year's Annual Report.

As part of the corporate planning and reporting process, business unit plans are developed annually according to strategic priorities identified for the coming year, and are aligned with the strategic objectives. The business unit plans may need to be adapted throughout the year in response to emerging issues and risks.

Business unit plans are used to determine internal budget allocations and to direct individual work plans, developed between employees and their managers as part of the Performance Development Framework (PDF). Linking business plans to individual employee work plans ensures all Treasury employees know how their work contributes to Treasury's strategic objectives and priorities.

Figure 8 outlines Treasury's key corporate planning documents and shows the connection between corporate planning and individual workplace plans.

Figure 8: Planning Process



Information Act Compliance

During 2008-09, four requests for information were lodged with Treasury under the *Information Act*. All requests were for access to government information, with one subsequently transferred in full to the relevant agency. The status of requests is detailed in Table 13.

Table 13: *Information Act* Requests in 2008-09

Applications carried over from 2007-08	1
Applications to access personal information	nil
Applications to access government information	4
Requests withdrawn	nil
Requests for review	2
Requests transferred to another agency	1
Responses completed within 30-day period	1
Responses completed, exceeding 30-day period	3
Applications on hand as at 30 June 2009	nil

Pursuant to section 131(2) of the *Information Act*, the Under Treasurer must report on Treasury's compliance with Part 9 (Records and Archives Management) of the Act.

Treasury continues to monitor and make improvements to its records management policies and practices to ensure proper preservation of records and to ensure compliance with Records Management Standards of the Northern Territory Government.

Website Links

The website www.nt.gov.au/ntt/info_act assists members of the public who are considering applying to access information held by Treasury. This site presents Treasury's policies and procedures, and the forms required to lodge a request to access government or personal information. Also on the website are links to:

- the *Information Act* and Regulations;
- a register of government information usually held by Treasury. The register will help an applicant decide if Treasury is likely to have the information they seek and specifies if it is available outside the formal process of lodging a request under the *Information Act*;
- Treasury's annual reports and other published information;
- Treasury's organisational chart; and
- the Information Commissioner's website.

Contact Our Information Policy Officer:

Information Policy Officer
Northern Territory Treasury

GPO Box 1974
DARWIN NT 0801

Telephone: +61 8 8999 6800
Facsimile: +61 8 8999 6150

Email: nt.treasury@nt.gov.au

website: www.nt.gov.au/ntt/info_act

Leadership

SMG provides leadership and strategic direction to the organisation and ensures Treasury meets its corporate requirements.

Corporate Values

Treasury's values place expectations on how staff should behave, perform their duties and interact in the workplace. These values are articulated in the Corporate Governance framework. They are incorporated into Treasury's core competencies matrix and PDF, both of which are used to manage and develop staff performance on a day to day basis. Our values also articulate what stakeholders can expect from the organisation and its staff.

Integrity

Corporate Ethics

Treasury's values are underpinned by the NTPS Principles and Code of Conduct, which guide staff on a range of moral and ethical issues they may face during their employment in the NTPS. Agreement to abide by the Code of Conduct is a condition of employment and applies to all employees.

The binding nature of the Code of Conduct is explained to all new staff at induction programs and through Treasury's Induction Manual. Treasury's PDF also clearly articulates the expectation that all staff demonstrate behaviours which support Treasury values. Specific Treasury policies have been developed to guide employees in ethical issues such as recognising and managing conflicts of interest, engaging in outside employment, addressing harassment in the workplace and addressing grievances.

A key strategy in maintaining ethical standards is training staff in anti-discrimination, harassment, and Indigenous and cross-cultural awareness. Treasury provides these courses on an ongoing basis throughout the year, including refresher training. During 2008-09, anti-discrimination and cross-cultural awareness courses were held for staff.

Following Treasury's conflict of interest policy review in 2007-08, middle to senior managers completed conflict of interest declarations in May 2009. These were recorded in a register and reviewed by the Under Treasurer. Proposals for managing perceived and actual conflicts were assessed by the Under Treasurer and appropriate action taken. A review of all conflict of interest declarations will be undertaken on an annual basis. Planned activity in this area for 2009-10 will incorporate information sessions for staff and managers.

Equity

Treasury is committed to being an 'employer of choice'. A key component to achieving and maintaining this status is ensuring equal employment opportunities for potential and existing staff and promoting workforce diversity.

Equity and Diversity

Treasury's Equity and Diversity framework incorporates the agency's requirements under the *Public Sector Employment and Management Act* and the *Anti-Discrimination Act*, as well as whole of government strategies such as Willing and Able to promote and encourage its diverse workforce.

Work-life Balance/Flexible Work Practices

Flexible working practices allow Treasury staff to achieve a balance between their work and personal lives. Treasury work-life balance and flexible work initiatives include flexible work arrangements (for example, working from home and/or part-time employment), recreation leave at half-pay, cash-out of recreation leave (up to two weeks), purchased additional leave (up to six weeks) and extended leave scheme.

Further details on Treasury's equal employment opportunities, workforce diversity and flexible work programs and performance are provided in the Who We Are and Managing and Developing Our Staff sections of this report.

Corporate Governance Committees

The six committees are detailed here, including a description of each committee's role, its performance in 2008-09 and its priorities for 2009-10.

Risk and Audit Committee

Role

Responsible for:

- monitoring business risk assessments and adequacy of internal controls established to manage identified risks and review the adequacy of policies, practices and procedures that impact on those controls;
- overseeing the audit and risk management function within Treasury, including internal audit and risk management programs and monitoring their outcomes, terms of reference and the implementation of recommendations;
- reviewing the effectiveness of structures and practices that support the key elements of Treasury's corporate governance framework; and
- reviewing the outcomes and monitoring responses to recommendations of external auditors.

2008-09 Performance

- Reviewed Treasury's existing internal control framework and developed a control self assessment approach to internal control.
- Updated Treasury's Risk Register.
- Determined and implemented the internal audit plan for 2008-09 and developed the internal plan for 2009-10.
- Updated Treasury's Business Continuity Plan and developed a business interruption response.

Membership

Under Treasurer, Jennifer Prince (Chair)

Deputy Under Treasurer, Peter Caldwell

Assistant Under Treasurer (Budgets and Finance), Jodie Kirkman

Assistant Under Treasurer (Economic), Tony Stubbin

Executive Director Revenue, Craig Vukman

Assistant Under Treasurer (Corporate and Superannuation), Catherine Wauchope

Senior Director Funds Management and Commissioner of Superannuation, John Montague

Director Corporate Support, Gerard Taylor

2009-10 Priorities

- Implement the control self assessment program to test internal controls regularly.
- Implement the 2009-10 internal audit plan.
- Continue to develop and test detailed plans for business interruption events, particularly relating to IT systems.

Human Resource Management Committee

Role

Responsible for guiding the development and implementation of human resource management policy and planning in Treasury.

Membership

Under Treasurer, Jennifer Prince (Chair)
 Deputy Under Treasurer, Peter Caldwell
 Assistant Under Treasurer (Budgets and Finance), Jodie Kirkman
 Assistant Under Treasurer (Economic), Tony Stubbin
 Executive Director Revenue, Craig Vukman
 Assistant Under Treasurer (Corporate and Superannuation), Catherine Wauchope
 Senior Director Funds Management and Commissioner of Superannuation, John Montague
 Director Corporate Support, Gerard Taylor

2008-09 Performance

- Developed and implemented a succession planning program for the executive levels, to operate over two years from January 2009.
- Developed and launched Treasury's Conflict of Interest policy and Personal/Carers Leave policy.
- Developed an entry-level program aimed at attracting gap year students.
- Made a submission to the Review of the *Public Sector Employment and Management Act*.

2009-10 Priorities

- Continued implementation of the succession planning program for the executive levels.
- Review of Treasury's PDF to ensure the framework remains effective in focusing on continuous performance improvement.
- Review and revise Treasury's recruitment and selection policies and procedures.
- Implement internal policy and procedures to fulfil responsibilities under the *Public Interest Disclosure Act* which came into effect on 31 July 2009.

Professional Development Committee

Role

Responsible for setting policy and considering applications for assistance relating to professional development of staff.

Membership

Assistant Under Treasurer (Corporate and Superannuation), Catherine Wauchope (Chair)

Assistant Under Treasurer (Budgets and Finance), Jodie Kirkman

Assistant Under Treasurer (Economic), Tony Stubbin

Human Resource Officer, Kristina Skipper

2008-09 Performance

- Considered 29 applications for study assistance.
- \$364 000 (2.13 per cent of employee expenses) spent on training and development for Treasury staff, compared to \$330 000 (2.1 per cent of employee expenses) in 2007-08 and \$284 000 (1.87 per cent of personnel expenditure) in 2006-07.

2009-10 Priorities

- Continued emphasis on professional and technical development, including sponsored study, tailored training and participation in professional body activities.

Information Management Committee

Role

Responsible for guiding development, management and use of Treasury's information resources and technology.

Membership

Under Treasurer, Jennifer Prince (Chair)
Deputy Under Treasurer, Peter Caldwell
Assistant Under Treasurer (Budgets and Finance), Jodie Kirkman
Assistant Under Treasurer (Economic), Tony Stubbin
Executive Director Revenue, Craig Vukman
Assistant Under Treasurer (Corporate and Superannuation), Catherine Wauchope
Senior Director Funds Management and Commissioner of Superannuation, John Montague
Director Corporate Support, Gerard Taylor
Manager Information Services and Strategic IT, Richard Smith
Department of Business and Employment – Information Technology Director, Mike Gillam

2008-09 Performance

- Implemented several central systems to improve access to and electronic circulation of corporate information.
- Completed review of IT security and implemented a role-based approach to network access and improvements to network monitoring and reporting.
- Completed upgrades to the standard operating environment and records management software on all Treasury devices.

2009-10 Priorities

- Continue work towards electronic document and records management.
- Continue to advance electronic collaboration capability and access arrangements to improve efficiency, productivity and security.

Occupational Health and Safety Committee

Role

Responsible for overseeing and setting direction for occupational health and safety activities.

Membership

Project Officer Organisational Development, Johanna Stieber (Chair)

Director Corporate Support, Gerard Taylor (Alternative Chair)

Corporate Services Group Coordinator, Nadine Parkinson (Secretary)

Executive Assistant, Tamara Hutcheon

Business Development Manager, Territory Revenue Office, Christine Millowick

Policy Analyst, Financial Management Group, Doug Burns

Administrative Assistant, Financial Management Group, Estelita Herbert

Finance Officer, Superannuation Office, Justine Wickham

Principal Policy Officer, Economic Policy, Barbara Neil

Research Officer, Economic Analysis, Joseph Kuhn

2008-09 Performance

- Committee met six times in 2008-09 and reviewed key occupational health and safety activities and issues.
- Commenced a review on all OH&S documents to ensure compliance with the new *Workplace Health and Safety Act*.
- Implemented a Safety Week as an education program for staff.
- Continued risk assessment and first aid training for Treasury staff.

2009-10 Priorities

- Continue regular meetings and training as required.
- Continue educational activities for staff.
- Conduct quarterly internal building inspections.

Energy Management Committee

Role

Responsible for identifying key energy management issues and investigating possible solutions to reduce Treasury's carbon footprint.

Membership

Director Corporate Support, Gerard Taylor (Energy Manager)

Corporate Services Group Coordinator, Nadine Parkinson (Energy Coordinator)

Project Officer Organisational Development, Corporate Support, Johanna Stieber

Director Social Analysis, Economic Group, Anhi Vong

Assistant Director, Economic Group, Tarrant Moore

Financial Policy Analyst, Financial Management Group, Hitesh Khanna

Finance Officer, Superannuation Office, Justine Wickham

Manager Financial Administration, Treasury Corporation, Vicky Coleman

Finance Officer, Treasury Corporation, Jodie Friend

2008-09 Performance

- Formed in December 2008, and met four times in 2008-09.
- Calculated Treasury's carbon emissions for 2008-09.
- Identified a number of strategies to reduce Treasury's emissions and made recommendations to SMG for implementation.

2009-10 Priorities

- Continue to identify key energy management issues, investigate possible solutions and implement where possible.
- Promote energy management through events such as Green Week and Recycle Week.

Our people are our most valuable asset. While this chapter fulfils government reporting obligations, it also celebrates the achievements of Treasury people during 2008-09.

Main Results

- The strategic focus for human resource management continued to be developing managerial capabilities and leadership, facilitating professional development for middle and senior managers, and providing formal training and employment programs.
 - A two-year succession planning initiative commenced in January 2009 where opportunities were created, from the Deputy Under Treasurer level down to middle management roles, to work in different areas of Treasury or to step up to more senior roles on a six-month rotational basis.
 - Treasury was fortunate to secure one of two places in the Northern Territory Government's first year of participating in the Australia and New Zealand School of Government Executive Masters Program.
 - Treasury continued its sponsorship of staff undertaking a Graduate Certificate in Public Governance through CDU, and four employees completed the Public Sector Management Program.
 - More than one-third of Treasury's FOIT program participants remain in Treasury and a further 12 per cent are in other NTPS agencies.
 - A Gap Year entry-level program was piloted aimed at attracting students who are looking to work for 12 months before commencing tertiary studies.
 - \$364 000 was spent on staff training and development in 2008-09, compared to \$330 000 in the previous year.
 - 21 staff made use of a work-life balance initiative as at 30 June 2009.
 - 17 fire wardens and eight first aid officers were trained, while one Occupational Health and Safety Committee member completed a Certificate IV in Occupational Health and Safety.
 - One-third of Treasury staff took up the offer of free in-house influenza vaccinations.
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Strategic Human Resource Issues

Treasury continuously strives to be an employer of choice, through a well managed and flexible organisation that identifies and builds on the capabilities of its employees, and values the dedication and expertise of its staff by supporting them in balancing professional and personal priorities.

In 2008-09, Treasury focused on the following strategic human resource issues:

- leadership development and succession planning, providing professional development opportunities to enhance management capabilities and generally broaden skills and expertise; and
- development of an entry-level program aimed at attracting gap year students in addition to continued promotion of Treasury's various other employment programs.

Leadership Development and Succession Planning

Enhancing staff management skills continues to remain an important focus for Treasury and has been a key strategic priority for the past several years. Treasury provides a range of options for managers to develop their skills, including formal training and study, coaching, professional membership reimbursement, and developmental and mobility opportunities.

Succession Planning

In January 2009, Treasury commenced a two-year succession planning initiative to give staff an opportunity to broaden their experience through a combination of rotations, temporary promotion opportunities and some formal training. Importantly, it is designed to broaden knowledge and strengthen

the capability of the senior leadership team. As a corollary, this is leading to many and varied opportunities for staff below the most senior levels to step up or move to different areas (or agencies) to develop their knowledge and skills. This is complemented by selected study opportunities for some senior staff.

Opportunities are being created from the Deputy Under Treasurer role down to middle management levels in each business unit. The arrangements focus on one output group at a time, on a rotational six-month basis. The Economic Group was the first, through to June 2009, and the Financial Management Group then commenced in July 2009.

Employee Mobility

Treasury has long supported mobility as a means of improving employee satisfaction and productivity through assisting staff in finding their niche and developing skills, knowledge and experience, and retaining staff within Treasury and/or the NTPS.

Rotational arrangements are in place for the succession planning initiative and are also well established for all staff participating in employment programs such as apprenticeships, vacation employment, scholarship programs and the FOIT graduate development program. In addition to these arrangements, Treasury also encourages and facilitates internal movements for other staff. Transfers may be to other areas or business units within Treasury, or an external transfer to another agency, for professional and personal development.

Staff and their managers identify potential opportunities, usually as part of their regular Performance Development Framework (PDF) discussions. Transfers are arranged on the basis that they assist the core business of the receiving business unit, enhance or better align the employee's skills, or can augment an area of study for the employee.

Placements vary in length and usually occur in the range of Administrative Officer 4 to Administrative Officer 8 levels.

Manager's Toolkit

The Manager's Toolkit, developed in November 2007, complements the existing training and resources available to managers, providing practical advice and guidance to understand and carry out their managerial responsibilities.

The Toolkit is a reference manual that consolidates many sources of information into one document and provides links to more detailed information where required. It explains a manager's responsibilities as they relate to Treasury policies and procedures, with sections covering key accountabilities such as managing risk, managing and measuring performance, finances, exercising delegations, and a comprehensive section on staff management.

Coaching

Managers also accessed management and situational coaching from Employee Assistance Program (EAP) providers and through training courses. Human resource staff provided advice and support to managers throughout the year, specifically in recruitment and selection processes, and in case management matters such as performance improvement and recovery.

Career Mapping

Career planning and management are important, to give staff the opportunity to explore and plan their careers and life goals. Treasury's PDF ensures that at least twice a year, managers meet with their staff to discuss employees' career aspirations and professional development, as well as opportunities and options for future roles.

Separate to this process, Treasury's SMG meets on a quarterly basis to discuss middle and senior managers and the professional development opportunities that may be offered to them, either internally by offering a rotational position within the agency or externally with another agency, external training or conference attendance.

Supplementary to Treasury's own internal processes, guidance on career planning is also available to staff from Treasury's EAP providers.

Treasury's Performance Development Framework

The PDF remains fundamental to the organisation in the continuous process of developing staff. It incorporates performance assessment based on competencies, six-monthly feedback reviews and goal-setting for the coming six months, upward feedback from employees to managers and identifying development opportunities. The framework also encompasses a performance improvement and recovery process that provides managers with the necessary skills and practical step-by-step guidance to address underperformance as it arises.

An integral part of the framework is identifying appropriate training and development opportunities for staff, where managers use the PDF process to discuss the employee's individual professional development needs and identify appropriate opportunities.

Treasury's PDF has been in place for several years and to ensure the framework remains effective in focusing on continuous performance improvement, a review of our PDF is being undertaken. The review will investigate and recommend direction for gaining greater value from our PDF for both staff and managers. In particular, the review will focus on how staff and managers use the PDF process in their business units and the role Human Resources performs in managing and monitoring the PDF process.

Executive Masters in Public Administration

In early 2009, Anne Tan, Senior Director Economic, became one of the first two Territory Government candidates to commence the Executive Masters in Public Administration course with the Australia and New Zealand School of Government (ANZSOG). This is a specialised component of the NTPS Executive Development Program.

It is an intense program of study and assignment work, in groups across states and territories (including New Zealand), that runs over two years. It is a highly regarded, public sector specific degree for senior executive development.

Public Sector Management Program

To enhance management and leadership skills in Treasury's middle management staff and to foster emerging leaders, four staff from AO7 to AO8 levels participated in the Public Sector Management Program in 2008-09, with two staff graduating in February 2009 and two to graduate in late 2009. The program is nationally accredited, awarding a Graduate Certificate.

Employment Programs

Treasury devotes considerable resources to entry level employment programs, ranging from apprenticeships through to the FOIT graduate program. These programs are enormously valuable, especially cadetships and vacation employment, in establishing relationships with local tertiary students and in building their understanding of the workplace as they prepare to progress into professional careers in Treasury and the NTPS.

Since the FOIT program commenced in 1998 there have been 161 participants, 35 per cent of whom remain in Treasury with a further 12 per cent still employed within the NTPS. Treasury also employs a further three staff who commenced their careers as apprentices with other NTPS agencies.

Table 14 details staff in the various employment programs over the past three years.

Table 14: Employment Program Participants

Employment Program	2007	2008	2009
FOIT	20	15	12
GAP			1
NAP	3	1	1
NICP	3	2	2
Vacation	11	6	4
WILS	7	10	9
Total	44	34	29

Finance Officer in Training Program

The FOIT program employs local and interstate graduates from a variety of disciplines, including accounting, economics, business and law. The FOIT program is an important ongoing component of Treasury's recruitment strategy and succession planning and aims to fast track high quality graduates to middle and senior management capability.

Each graduate undertakes a year long learning experience where they are provided 'hands on' work experience in up to four different work areas within Treasury. In addition regular inhouse training is conducted through a comprehensive series of workshops and seminars on major Treasury policy areas, important Government processes and structures, and basic management and general workplace issues.

At 30 June 2009, 11 FOITs were employed full-time for 12 months (six males and five females). During 2008-09, 14 of the 15 graduates recruited for the 2008 FOIT intake completed their graduate program, with 13 continuing in Treasury and one graduate employed in another agency.

Work Integrated Learning Scholarship in Accounting and Economics

The Work Integrated Learning Scholarship (WILS), is a whole of government program that invites students enrolled in full-time studies at CDU to apply for a scholarship with NTPS agencies. It involves financial assistance with university fees and undertaking work placements during university breaks throughout their studies. In Treasury's case, scholarships are offered for economics and accounting students, and it is an important means of encouraging local students to progress into careers in the NTPS.

At 30 June 2009, Treasury had a total of nine WILS cadets. In early 2009, three new students were offered a Treasury WIL scholarship, receiving financial assistance as well as paid work experience. A further two students on CDU Dean's Scholarships completed work placements during university breaks.

Two WILS holders completed their degrees at the end of 2008 and were accepted into Treasury's 2009 FOIT program.



2009 FOITs (left to right): Burton Reynolds, Naomi Grattan, Nathan Mappas, Niki Mastoros, Samuel Powell, Larnie McClintock, Anthony Burrige, Kasandra Brown, Leonard Kary, Catherine Dal Cin and Matthew Spratt.

Indigenous Cadetship Support

Formerly the National Indigenous Cadetship Project (NICP), Indigenous Cadetship Support (ICS) provides financial assistance and work experience to Indigenous students, for the duration of their tertiary study.

In 2008-09 Treasury continued its ongoing commitment to the program, sponsoring two new cadets. One is studying a Bachelor of Commerce (Accounting and Financial Planning) at Curtin University in Western Australia, while the other is undertaking a Bachelor of Commerce at University of Adelaide. In early 2009 a previous ICS cadet successfully completed Treasury's FOIT graduate program, while another cadet discontinued tertiary studies in late 2008 to take up a trade apprenticeship.

The students received a study allowance, book allowance and paid work placements during their semester breaks.

Vacation Employment

Students in relevant degree fields are employed for periods of up to two months across various Treasury business units. This program is a great way for students to develop an understanding of the functions and workings of the NTPS and to develop a range of skills and knowledge relevant to their studies. Vacation employment students are employed during university breaks. During 2008-09, a total of five students undertook vacation employment during the Christmas and mid-year breaks, including Northern Territory Government scholarship holders and other tertiary students either studying locally or interstate.

Australian Apprenticeships NT

Agencies are host employers of apprentices under the Australian Apprenticeship NT program.

Treasury apprentices are engaged for 12 months and combine full-time work with study towards a Certificate III in Business Administration. As part of their on-the-job training, apprentices complete two six-month work placements in different areas of Treasury in order to provide them with the opportunity to develop a broad range of skills and knowledge that is not only relevant to their discipline but to the agency and the public sector.

In 2008 Treasury hosted one business administration apprentice who successfully completed the program in early 2009. Although offered the opportunity for continued employment in the agency, she decided to return to full-time tertiary study at CDU. In 2009, Treasury is hosting a business administration apprentice, Alpha Capaque. Alpha has worked in several areas of the Treasury Services Group to date and has had three other training opportunities.



2009 Apprentice: Alpha Capaque

Gap Year Program

In 2008-09 Treasury commenced a pilot 12-month Gap Year program aimed at attracting students from year 12 who have an interest in economics, accounting or business, to give them a taste of employment in the public sector before they decide what field of tertiary study they want to pursue.

A gap year is a break taken by a student after completing secondary education and before starting higher or further education. Students often travel, volunteer or undertake paid work to improve job prospects or obtain experience relevant to future studies.

Treasury currently has one full-time employee participating in the Gap Year program. Daisy Jackson has received training on government structure and processes, financial and economic management in the Territory, and receives 'on the job' training through various placements in Treasury business units. To date, Daisy has undertaken placements in the Economic and Financial Management Groups of Treasury.

It is hoped Gap Year participants will go on to study and undertake paid work placements (through the WILS program if studying at CDU or through general vacation employment) with Treasury during their semester breaks once they commence higher education. It is envisaged that the participants will then proceed to join the FOIT program once they have completed their studies.



2009 Gap Year Employee: Daisy Jackson

Indigenous Employment and Career Development

Treasury is actively seeking ways to enhance Indigenous representation and career progression among its staff. Treasury's Indigenous Employment and Career Development (IECD) Strategy has been in place for some time and is to be reviewed in 2009-10. It aims to ensure career development opportunities are available for both our existing and new Indigenous employees.

As at 30 June 2009, eight staff members had self-identified as Aboriginal or Torres Strait Islander, compared to five in 2007-08. Support provided includes:

- participation in the NTPS Indigenous Employment Pilot Program by hosting work placements for two Indigenous apprentices. Participants who successfully complete the program are offered permanent employment in an AO2 position – one of the two selected Treasury;
- continued commitment to the ICS (formerly NICP), sponsoring two ICS cadets;
- involvement in programs such as CDU's Taste of Uni, a program that brings Indigenous high school age students onto the CDU campus to encourage and promote further education and employment options, as well as providing the opportunity for Treasury to meet, speak and promote our agency and the NTPS directly to the students;
- a number of cross cultural and anti-discrimination courses for Treasury staff, with FOIT graduates also undertaking anti-discrimination and Indigenous awareness training as part of their formal training; and
- participating in the Office of the Commissioner for Public Employment (OCPE)'s IECD coordinators' network.

Promoting Careers in Treasury

For further information on Treasury's employment programs, please contact the Employment Program Coordinator on (08) 8999 6455 or email HumanResources.NTT@nt.gov.au

Table 15: Awards and Prize Winners 2008-09

Prize	Institution	Winner
Excellence in Mathematics	CSC	Paul Bandarian
Excellence in Accounting Studies	CSC	Amanda Schmidt
Excellence in Economics	CSC	Patrick McCann
The NT Treasury Prize for Introduction to Microeconomics	CDU	Fanny Hermanus
The NT Treasury Prize for Taxation 1	CDU	Rhem Schroeder
The Peter Caldwell Prize for Advanced Economics	CDU	Anne Savage
The NT Treasury Prize for Bachelor of Business – Majoring in Economics	CDU	Tara Collins

In 2008-09 Treasury participated in a number of public events to promote the various career opportunities available in Treasury and the public sector. These included the Territory show circuit and the Darwin Careers Expos, as well as attending a number of events held at CDU, such as Orientation Day, the Graduate Recruitment Fair and a Taste of Uni, a program aimed at Indigenous high school age students to promote further education and employment options.

Treasury sponsors academic awards at CDU, sponsoring four prizes in 2008-09 totalling \$750 in value, for high achievers in business, economics and taxation. For the third year, Treasury also sponsored three awards for Casuarina Senior College's Year 12 graduation awards ceremony, valued at \$600, for excellence in mathematics, accounting studies and economics.

Additionally, Treasury promoted its various employment programs and was a sponsor of the October Business Month Young Professional Network event Talking 'Bout My Generation Workshop, which focused on intergenerational issues in the workplace.

Training and Developing our People

The greater part of Treasury staff comprise employees who either have tertiary qualifications or are studying towards them. Table 16 illustrates the amount spent on training and developing Treasury employees in 2008-09 compared to 2007-08 and 2006-07, and demonstrates Treasury's continued commitment to developing staff, by supporting and encouraging further professional development and continuing education.

Table 16: Training and Development Expenses

	2006-07	2007-08	2008-09
FTEs at 30 June	185	197	192
Total training and development expenses	\$284 021	\$330 153	\$363 857
Total employee expenses	\$15.19M	\$15.70M	\$17.12M
Training and development as a percentage of employee expenses	1.87%	2.10%	2.13%
Training and development expenditure per employee	\$1 535	\$1 676	\$1 838

Graduate Certificate in Public Governance

The Graduate Certificate in Public Governance at CDU builds on Treasury's FOIT program by recognising prior learning from the FOIT training schedule and on-the-job work placements, and crediting that learning towards the graduate certificate.

The FOIT program constitutes the equivalent of two units of the graduate certificate, which means staff who have completed the FOIT program need only undertake two further units: Policy Systems, Design and Analysis, and Financial and Economic Management, to complete the graduate certificate. Other students need to take further subjects to earn their certificate. Staff have the option of continuing study towards a Masters in Public Governance with study assistance.

In 2008-09, 13 employees were sponsored to study the Graduate Certificate in Public Governance course, 10 of whom had been FOITs and received recognised prior learning credits towards the graduate certificate.

Study Assistance

Formal study is strongly supported for staff undertaking further study in areas relevant to Treasury's core business, with assistance of:

- up to 2.5 hours paid study leave per week for staff to either attend lectures, tutorials and exams within working hours, or to study online or by distance learning; and
- reimbursement of course costs upon successful completion of units (capped at \$1500 per unit).

During 2008-09, 15 staff were reimbursed for study fees. Table 17 shows a slight increase in the number of staff seeking reimbursement in 2008-09 compared to the previous two years. Four employees commenced new study in 2008-09. A large proportion of staff undertaking post graduate study are completing the Certified Practising Accountant (CPA) program, an important qualification for accounting graduates. In 2008-09, fees were reimbursed for studies towards completion of the CPA Australia qualification, Bachelor of Business degrees and a Graduate Diploma in Legal Practice.

Total expenditure is less, due to more employees undertaking study through professional bodies training, rather than university courses.

Professional Membership Assistance

Treasury assists staff by reimbursing 50 per cent of the fees for their annual membership of relevant professional bodies.

In 2008-09, \$5000 was provided in professional membership reimbursements to 25 staff (27 staff in 2007-08) who are required to keep current professional memberships with registered industry bodies as part of their work.

Reimbursements were for memberships of:

- CPA Australia;
- Association of Chartered Certified Accountants;
- Institute of Chartered Accountants;
- Australian Institute of Company Directors;
- Financial Services of Australia; and
- Taxation Institute of Australia.

Table 17: Study Fees Reimbursed

	2006-07	2007-08	2008-09
Number of employees who received assistance	13	14 ¹	15
Total expenses	\$26 863	\$24 141	\$23 083
Average reimbursement per employee	\$2 066	\$1 724	\$1 539

1. The figure of 6 published in the 2007-08 Annual Report inadvertently excluded staff undertaking non-university courses such as the CPA program.



Kathleen Clayden

Rewards and Recognition – Celebrating our Success

Treasury is proud to celebrate the efforts and achievements of its staff in and outside work.

Public Service Medal

Kathleen Clayden, Commissioner of Superannuation, was awarded a Public Service Medal on Australia Day 2009 for outstanding public service, leadership and commitment to the NTPS.

CPA Honorary Fellowship

Under Treasurer, Jennifer Prince, was presented with an Honorary Fellowship of the CPA Australia for her contribution to public sector accounting.

CPA Program Excellence Awards

Bonnie Zhang, a 2008 FOIT, received the Northern Territory divisional award for Reporting and Professional Practice by CPA Australia as part of her CPA studies in Semester 2, 2008.

Annual Report Awards

The Treasury Annual Report won the Award of Merit at the 2007-08 Annual Report Awards. The awards are held each year by the NTPS to recognise excellence in annual report writing. Treasury also won special awards for the Best Reporting of Financial Information and the Most Readable Report.



Bonnie Zhang

Work Life Balance Initiatives

Being flexible and balancing the professional and personal priorities of staff with those of the workplace creates a more effective and productive organisation.

In 2008-09 Treasury continued to offer flexible work arrangements including part-time employment, home-based work, short-term absences and work and career breaks. The Flextime Scheme also allows lower level staff considerable flexibility in arranging their starting and finishing times through the working week without compromising the needs of the work unit.

Treasury also commenced its first job-share arrangement and approved leave without pay for periods of more than nine months to six staff to undertake both personal and professional development opportunities.

Additionally, since the introduction of three new work-life balance initiatives in the 2008-10 Union Collective Agreement (UCA), namely recreation leave at half pay, the option to purchase up to six weeks additional leave and the extended leave scheme, Treasury has actively promoted these initiatives. Eight staff have taken up options for additional leave. Thirteen staff took maternity leave at full or half pay and 10 of these accessed recreation leave at half pay during their year off. Two staff accessed paternity/partner leave.

Table 18 shows the number of staff utilising a work-life balance option.

Table 18: Staff Using a Work Life Balance Initiative to 30 June 2009

	Female	Male	Total	% of workforce
Purchased leave (up to 6 weeks additional leave)	2		2	1.0
Recreation leave at half pay	7		7	3.0
Flexible work arrangements (part-time work)	8	1	9	4.0
Extended leave scheme (80% salary for 4 years to buy leave for the 5th year on full pay)				
Working from home	2	1	3	1.5

Note: Figures do not include students employed on a part-time or casual basis.

Health and Wellbeing

The health and wellbeing of Treasury people is important. A number of initiatives are in place in Treasury designed to provide education, training and support to its employees to assist them in maintaining healthy lifestyles and encourage them to deal successfully with difficult or stressful situations at work or at home.

Occupational Health and Safety

Treasury's OH&S Committee was established to examine OH&S issues that may affect Treasury employees. The committee, which comprises staff ranging from AO3 to senior management levels and reports to the SMG, focuses on safe workplaces; developing, implementing and monitoring OH&S measures; advocating acceptable and responsible practices by employees and others; and promoting the health and safety ethos.

The committee's achievements during the year include:

- revised procedures following the introduction of new legislation;
- training 17 fire wardens and eight first aid officers;
- one OH&S Committee member completing their Certificate IV in Occupational Health and Safety and OH&S training undertaken by other committee members and staff;

- a 'RAT run' (Risk Assessment Team) for Safety Week in December 2008 to ensure a risk assessment had been conducted on the work stations of employees who had not been assessed for some time, in addition to the ongoing RAT assessment program for new staff commencing or staff moving work station location;
- quarterly building safety inspections conducted and the results made available to staff; and
- the committee promoting safety week and encouraging all staff to participate in events held.

Workers Compensation

During 2008-09, no new workers compensation claims were lodged. The two compensation claims carried over from the previous year were resolved in August and October 2008 respectively. As at 30 June 2009 therefore, there were no compensation claims.

The value of claims in 2008-09 was 48 per cent higher than in 2007-08, and totalled \$12 081, on account of a permanent injury amount being paid.

Table 19 compares workers compensation data from 2006-07 through to 2008-09.

Table 19: Workers Compensation Claims

	2006-07	2007-08	2008-09
Total expenditure	\$18 380	\$5 828	\$12 081
Claims as at 1 July	2	1	2
New claims	2	1	
Claims resolved ¹	1		2
Claims as at 30 June ^{1,2}	1	2	
Staff receiving ongoing workers compensation payments			

1. The figure in the 2007-08 Annual Report was incorrect as no claims were resolved during 2007-08.

2. Two claims were transferred to the Department of Justice with Racing, Gaming and Licensing in 2006-07.

Employee Assistance Program

Treasury's EAP provides an important support service for staff. From time to time, staff may be affected by personal, family or work-related issues and the EAP is designed to assist. The EAP offers up to five free confidential counselling sessions for employees and their family members, with either of Treasury's selected EAP providers.

EAP also provides coaching for supervisors and managers in dealing with difficult and sensitive staff issues in the workplace, by providing guidance and strategies, as well as mediation and dispute resolution services.

In 2008-09, a total of 86 EAP sessions were taken up by Human Resources, managers and Treasury staff and family members at a cost of \$15 332.

Two staff utilised the full five sessions available, with most employees using between one and three sessions to help them with their work-related or personal issues. Total expenditure on EAP was lower in 2008-09 compared to the previous two years, due to a greater uptake of EAP sessions by staff in 2006-07 and a higher number of workplace/vocational assessments in 2007-08.

Details are summarised in Table 20.

Table 20: Employee Assistance Program as at 30 June

	2006-07	2007-08	2008-09
Total expenditure for financial year	\$21 039	\$22 177	\$15 332
Total number of people assisted by EAP providers	46	15	22
Treasury employees	32	11	16
immediate family members	7	1	2
manager assistance, advice, coaching	7	3	4
Total number of sessions	105	49	86

Personal/Carers Leave Policy

Under the NTPS 2008-2010 UCA some changes/additions were made to sick/carers leave provisions. In response, Treasury developed a Personal/Carers Leave policy to provide employees, supervisors and directors with guidance about leave entitlements and conditions, accessing leave, providing appropriate supporting documentation (including using a statutory declaration), and entering leave into myHR.

Flu Vaccinations

In April and May 2009, Treasury offered two rounds of free in-house influenza vaccinations to all staff and extended the availability of free vaccinations at a nearby health clinic for staff who were unable to attend the in-house sessions. Thirty-two per cent of Treasury staff were immunised, a slight increase in the take-up rate from the previous year of 31 per cent.

Quit Program

In May 2009, Treasury held a free Quit program to assist staff who wanted to give up smoking. The program, attended by five staff and very well received, was aimed to provide a greater understanding about why people smoke, and how to make the decision to stop smoking. Additionally, the Quit course provided strategies and support to help with the challenges of quitting for good.

Healthy Catering

A Healthy Catering policy was developed in June 2008 which promotes healthy eating choices and good nutrition when catering for work-related functions and meetings where food is provided. The policy details food handling, preparation and storage procedures, and outlines foods and beverages that should be served compared with those that should be limited or avoided from a healthy eating perspective.

Corporate Challenges

Treasury participates in 'Life. Be In It.' Corporate Challenge competitions, sponsoring teams in a number of sporting activities. In 2008-09 Treasury sponsored staff teams in soccer and netball competitions, with around 20 staff participating. The challenges are a fun and social way for staff to get to know each other while keeping active.

Reporting Against Employment Instructions

Under the *Public Sector Employment and Management Act*, 13 Employment Instructions provide direction to agencies on human resource management matters. Each instruction specifies required reporting in agency annual reports. Treasury's performance against each instruction is reported below.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 1 – Advertising, Selection, Appointment, Transfer and Promotion	
<p>Agency to develop procedures on recruitment and selection for internal use.</p> <p>Chief Executive Officer (CEO) required to report annually on the number of employees in each designation and variations since last report.</p>	<p>Treasury's recruitment policy includes standard templates for each stage of the recruitment and selection process for use by managers and selection panels.</p> <p>Recruitment action undertaken during 2008-09 included advertising 50 vacancies (permanent and temporary), 46 staff commencing and 37.7 separations (excluding casual and temporary vacation employees).</p> <p>One promotion appeal was lodged in 2008-09, with the Promotion Appeals Board subsequently disallowing the appeal.</p> <p>Staffing data is provided at the beginning of the Treasury People section of the annual report.</p>
Number 2 – Probation	
<p>CEO shall develop a probationary process for their agency, of which all staff are to be made aware when commencing with the agency.</p>	<p>Treasury's probation policy and procedures accommodate the review processes for the relatively high number of staff on employment programs, who are (necessarily) engaged on temporary contracts.</p> <p>The policy outlines a process that ensures that both supervisors and employees understand the elements of probation, and their respective responsibilities when an employee is on probation.</p> <p>New employees are advised of the probation process by the Department of Business and Employment (DBE) when undergoing e-Induction and are provided with further explanation by their supervisor on commencing employment with Treasury.</p>
Number 3 – Natural Justice	
<p>The rules of natural justice to be observed in all dealings with employees.</p>	<p>The principles of natural justice are followed in all dealings with employees. Internal policies and procedures reflect these principles.</p>

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 4 – Performance Management	
CEO is to report annually on management training and staff development programs.	Treasury's PDF remains a fundamental element in developing its staff. It comprises a performance management system based on assessment against well-established competencies, six-monthly feedback reviews and goal-setting, upward feedback from employees to managers and identification of development opportunities.
CEO shall develop and implement performance management systems for their agency.	To support this framework, Treasury's Human Resources Unit continues to monitor individual staff training needs and training that has been undertaken, through its training database.
	Management training and staff development activities in 2008-09 are reported earlier in this section of the Annual Report.
Number 5 – Medical Incapacity	
No agency action or reporting requirements.	Treasury rarely has a need relating to medical incapacity, however where advice is required, managers liaise directly with senior executives, Treasury's Human Resources Unit or OCPE seeking specific advice as required.
Number 6 – Inability to Discharge Duties	
CEO to provide OCPE with information on the extent to which this Employment Instruction has been used by the agency.	Treasury's PDF framework guides staff and managers in the event that performance recovery is required. Human resource staff also support managers in dealing with under-performance issues and assisting managers and staff in performance recovery efforts.
CEO may establish procedures regarding inability within their agency.	Treasury rarely has a need relating to inability to discharge duties, however where advice is required, managers liaise directly with senior executives, Treasury's Human Resources Unit or OCPE seeking specific advice as required.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 7 – Discipline	
CEO to provide OCPE with information on the extent to which this Employment Instruction has been used by the agency.	No disciplinary actions were taken against any Treasury employee during 2008-09.
CEO may establish procedures regarding discipline within their agency.	
Number 8 – Management of Grievances	
CEO shall establish written grievance setting procedures for the agency that should be available to employees and outline steps for dealing with grievances.	Treasury's Grievance Policy is available to all staff on the internal intranet site. Treasury's Human Resources Unit provides advice and support to managers and staff in dealing with grievances.
	There were no grievances lodged in 2008-09.
Number 9 – Transfers	
Now incorporated in Employment Instruction 1.	
Number 10 – Employee Records	
Agencies are required to maintain appropriate employee records and implement procedures for maintaining and accessing these records.	DBE stores all agency personnel files. Treasury follows DBE policy in regard to accessing these files. Any requests to access employee records are made through the Manager Human Resources.
Number 11 – Equal Employment Opportunity Management Programs	
CEO to devise and implement programs to ensure equal employment opportunities and outcomes are achieved.	Treasury's Equity and Diversity framework, in addition to supporting Treasury's own IECD strategy, incorporates agency requirements under the <i>Public Sector Employment and Management Act</i> and the <i>Anti-Discrimination Act</i> , as well as whole of government strategies such as Willing and Able, to promote and encourage its diverse workforce.
CEO to report annually on programs and initiatives the agency has developed. Report should also include reports detailing specific action in relation to Aboriginal Employment and Career Development, and also measures to enable employees to balance work and family responsibilities.	Treasury has developed specific policies to implement the 2008-10 UCA's work-life balance initiatives, and in 2008-09 also developed a Personal/Carers Leave policy.
	These documents are provided to staff through the internal intranet site.
	Details of Treasury's programs and initiatives are provided earlier in this section of the Annual Report.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 12 – Occupational Health and Safety Programs	
<p>CEO to develop programs to ensure employees are consulted in the development and implementation of occupational health and safety programs.</p>	<p>Treasury's OH&S Committee deals with OH&S issues, including safe workplaces and systems and developing, implementing and monitoring OH&S measures. It reports to SMG.</p>
<p>CEO to report annually on occupation health and safety programs. Records must be kept on risk assessment, maintenance control and information, instruction and training provided to employees.</p>	<p>The committee has developed a site on the internal intranet, which identifies the OH&S Committee, policies, training opportunities and related information and links, for example, to the DBE OH&S newsletter, and also has reserved space on all staff notice boards.</p>
	<p>Details of Treasury's programs and initiatives are provided earlier in this section of this report.</p>
Number 13 – Code of Conduct	
<p>CEO may issue guidelines regarding acceptance of gifts and benefits to employees. CEO may issue agency specific Code of Conduct.</p>	<p>New staff are provided with the Code of Conduct as part of their commencement package and other staff are reminded of their obligations at regular intervals and with each major exercise or project.</p>
	<p>Additionally, Treasury has developed a Personal Accountability Framework that incorporates Treasury values, the Code and Principles of Conduct, accepting gifts and benefits, use of IT and other resources, confidentiality, conflicts of interest, fraud and ethics, harassment and bullying, health and safety, making public comment, outside employment, privacy and record keeping.</p>
	<p>In 2009-10, the framework will be incorporated into our biannual performance development process to ensure that all staff are familiar with Treasury and Territory Government values, legislation and policies.</p>
Number 14 – Part-Time Employment	
<p>CEO to advise unions on a six-monthly basis of number of part-time employees by salary stream.</p>	<p>Treasury's Flexible Work Arrangements policy is available on the internal intranet site.</p>
	<p>As at 30 June 2009, nine employees were working part-time, and three were working in home-based arrangements.</p>

Future Priorities

- Continued leadership development and succession planning within Treasury to enhance professional development opportunities, management capabilities and generally broaden skills and expertise.
 - Review and update recruitment and selection practices.
 - Continued development of entry-level and other attraction programs aimed at students.
 - Continued emphasis on professional and technical development, including sponsored study, tailored training and participation in professional body activities.
 - Review and update the Manager's Toolkit, which is an online source of information providing practical advice and guidance to understand and carry out their managerial responsibilities. Information includes managing risk, managing and measuring performance, finances, exercising delegations, and a comprehensive section on staff management.
 - Further development of Treasury's IECD strategy in accordance with whole of government strategy.
-

Making It Happen

Risk Management

Risk Management Framework

The Australian and New Zealand Standard on Risk Management AS/NZS4360:2004 has been used as the framework for Treasury's risk management process and can be applied at all levels and for all activities in the organisation. The emphasis is on proactively thinking about and managing risks in all work areas, rather than reacting to risks as they emerge.

Risk Environment

Treasury operates in an environment where the main risks at an organisational level are:

- external – failure to comply with processes, rules, regulations or laws, the effect of which could impact negatively on Treasury's reputation or on that of the Treasurer and the Government; and
- internal – the risk of not being able to recruit and retain appropriately qualified staff, or continue to maintain capability, the effect of which could impede Treasury's ability to pursue its strategic objectives.

There are also shorter term risks at the more operational or project-specific level. Specific strategies are being developed to address these and other risks.

Managing and Mitigating Risk

Treasury manages its risk through understanding its functions and potential areas of exposure, implementing appropriate strategies to address these areas, and monitoring the progress and effectiveness of those strategies.

The Risk and Audit Committee is responsible for overseeing internal review and quality assurance relating to financial management, risk management and fraud control, and considering how these can potentially impact on Treasury. The committee oversees the examination of priority risk areas and recommends review and remedial actions to the Under Treasurer.

Business unit directors and their SMG members review the functions of their areas every year, identify the elements of risk, and discuss strategies and methods for limiting those risks. Treasury's Risk Register and internal audit program is developed as a result of these discussions.

The Auditor-General also has a formal audit program that covers, in detail, all Treasury's significant financial systems and accountabilities in the areas of the Territory Budget, Territory revenue, Treasury Corporation's borrowings and investments and the Territory's superannuation funds. Treasury's Risk Register, internal audit plan and the Auditor-General's formal audit program are considered by the Risk and Audit Committee in formulating Treasury's annual audit program for the coming year.

Monitoring Risk

During the year, several audits and reviews were undertaken as part of the internal audit program. They are categorised as internal and external, with internal referring to reviews or audits instigated by Treasury, and external referring to audits programmed by the Auditor-General. Tables 22 and 23 summarise all reviews and audits undertaken in 2008-09.

All findings and recommendations from the external audits were reviewed by SMG and the appropriate actions/responses undertaken.

An outcome of the review of internal control systems was a control self assessment checklist, developed for regular checking and certifying of processes by relevant managers throughout the year. Implementing the use of the checklist in 2009-10 will provide a high level of assurance to the Under Treasurer that internal control systems are working properly and as required.

Table 22: Audits and Reviews – External

Area	Audit/Review	Audit Outcome/Review Recommendations
Northern Territory Treasury Corporation	Audit – final 2007-08 financial statements	Unqualified audit opinion issued. No significant matters were identified.
	Audit – interim 2008-09 financial statements	Interim audit conducted to assist with end of year audit and to address control and compliance requirements. There were no significant weaknesses identified in the Corporation's risk management systems and controls to adequately monitor and manage its financial activities.
Financial Management Group	Audit – whole of government budget and reporting system (Apex)	The audit considered that the IT controls over the Apex system were satisfactory and therefore could be relied upon to provide reasonable assurance that the information contained in reports generated from the Apex system is reliable.
	Audit – Treasurer's Annual Financial Statement – final 2007-08	The audit found that the financial statements were presented fairly in accordance with the <i>Financial Management Act</i> , the <i>Fiscal Integrity and Transparency Act</i> and the Australian Accounting Standards incorporating early adoption of AASB 1049 Whole of Government and General Government Sector Financial Reporting.
	Audit – Treasurer's Annual Financial Statements – interim 2008-09	No major issues arose from the interim audit.
Territory Revenue Office	Audit – taxes, royalties and tax-related subsidy schemes 2008-09	<p>The audit found that the accounting and internal control procedures examined were found to be generally satisfactory and provided reasonable assurance that:</p> <ul style="list-style-type: none"> • revenue due to the Northern Territory from taxes and royalties is being received into the Public Account, or appropriate recovery action is pursued; • tax-related subsidies administered by Territory Revenue Office are paid correctly; and • revenues from the Commonwealth are appropriate based on information provided by the Commonwealth Treasury and are received on a timely basis.

Table 22: Audits and Reviews – External (continued)

Area	Audit/Review	Audit Outcome/Review Recommendations
Superannuation Office	Audit – 2007-08 Financial Statements – NTGPASS, LAMS Trust and NTPSBS	Unqualified audit opinions were issued for the financial statements of each scheme.
	Audit – Interim 2008-09 Financial Statements – NTGPASS, LAMS Trust and NTPSBS	Unqualified audit opinions were issued for the financial statements of each scheme.
	Review – 2008-09 Superannuation Office operating standards for NTGPASS, LAMS Trust and NTPSBS schemes	No issues arose from audits that assessed whether the NTGPASS, LAMS Trust and PSBS schemes were administered in compliance with the <i>Superannuation Industry Supervision Act</i> .
Treasury Services	Audit – Territory's 2007-08 Natural Disaster Relief and Recovery Arrangements (NDRRA) claim for assistance from the Commonwealth	The audit found that the claim for assistance from the Commonwealth was presented fairly and that the reported expenditures by the Northern Territory conformed with the NDRRA Determination 2007.

Table 23: Audits and Reviews – Internal

Area	Audit/Review	Audit Outcome/Review Recommendations
Whole of Treasury	Stocktake – portable and attractive asset register	A stocktake of Treasury's portable, attractive and home-based assets was conducted in November 2008. No major discrepancies were identified.
	Stocktake – fixed asset register	A stocktake was conducted by DBE in accordance with Section 2.2.9 of the Treasurer's Directions. No major discrepancies were identified.
	Review of internal control systems	Deloitte was engaged to conduct a review of Treasury's internal control systems. The review tested existing controls and made recommendations for the design and implementation of new controls. The risk register and internal audit plan were updated at this time.
	Review of cessation procedures	The review identified that the cessation process could be improved through automation. SharePoint will be used to implement a more automated system to ensure all aspects of an employee's cessation are captured, prior to ceasing employment.

Table 23: Audits and Reviews – Internal (continued)

Area	Audit/Review	Audit Outcome/Review Recommendations
Superannuation Office	Review – Implementation of AML/CTF	The review found that policies and procedures complied with the AML/CTF legislation and were applied in practice.
Northern Territory Treasury Corporation	Audit – half year review, annual audit of the Corporation’s controls, half-yearly compliance report, six-monthly audit of CHA investment portfolio	<p>As the central financing authority, the Corporation manages the Territory’s borrowing, lending and investing activities. As part of its corporate governance and risk management framework, it engages independent audit firms to conduct regular audits of these programs.</p> <p>No issues were identified from the various audits of the Corporation for the year ended 30 June 2009.</p>
	Review – IT controls assessment	<p>The review identified two key control weaknesses in the Corporation’s treasury management system (Quantum) which falls under the responsibility of both the Corporation and DBE (Data Centre Services).</p> <p>The Corporation anticipates these audit findings will be resolved with the scheduled upgrade of Quantum in November 2009.</p>

Insurance

Under the Treasurer's Directions, agencies are required to detail the mitigation strategies and processes they have in place to reduce the likelihood or severity of their insurable risks.

Insurable risks are risks that are generally related to workers compensation, assets and inventories, public liabilities and indemnities. They exclude financial risks and legal costs in action.

Table 24 outlines Treasury's identified insurable risks and the strategies implemented to reduce those risks.

As a general government agency, Treasury self-insures. Workers compensation insurance is purchased for two employees living and working interstate at a cost of \$912. This is the only commercial insurance purchased by Treasury. In 2008-09 there were no self-insurance claims. This is consistent with 2007-08. Further workers compensation details are reported on page 72.

Table 24: Treasury's Insurable Risks

Insurable Risk Category	Mitigation Strategies
Public Liability	<ul style="list-style-type: none"> • Risk assessments completed • Access to Treasury work areas restricted (except for two front counter areas) • CIPTED principles used in designing work environments
Workers Compensation	<ul style="list-style-type: none"> • Risk assessments completed on building and all workstations • OH&S framework operating • OH&S Committee meets regularly to discuss issues and implement strategies to ensure OH&S framework is operating effectively • Education campaigns for staff • Utilisation of EAP • Work-life balance strategies implemented • Office safety and security policy in place • Working from home policy in place
Assets and Inventories	<ul style="list-style-type: none"> • Asset registers maintained for fixed, leased and portable and attractive items • Annual asset stocktakes for portable and attractive items • Electronic asset management system with assets barcoded to enable more efficient and timely stocktakes to be completed • Vehicles regularly serviced and maintained • Building safety audits performed • Regular testing of fire systems and alarms • Security patrols and appropriate security for staff working after hours
Indemnities	<ul style="list-style-type: none"> • Risk assessments completed for all new agreements

Environmental Reporting

Treasury is committed to working towards a sustainable future, actively seeking ways to reduce the impact its operations have on the environment. Treasury has a strong tradition of achieving planned outcomes and strives to be an agency leading the way in measuring, managing and minimising carbon emissions.

This section reports on Treasury's energy management endeavours in 2008-09, including our carbon emissions calculation, and energy and paper usage throughout the year.

Energy Management Committee

An Energy Management Committee was formed in 2008 to develop strategies to reduce our greenhouse gas emissions, involving staff across the agency.

Initiatives in 2008-09 included:

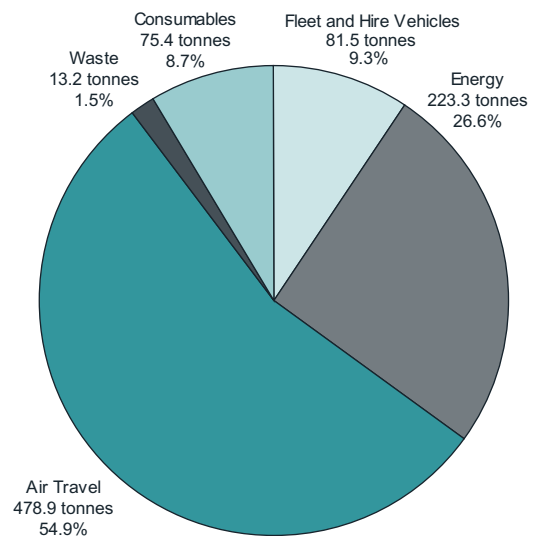
- calculating Treasury's carbon footprint and understanding the contribution of the different components;
- using Microsoft® SharePoint® for sharing and distributing documents around the agency;
- encouraging online distribution and viewing instead of printing documents;
- continued recycling of paper, card, toner and fluorescent globes;

- a continuing staff awareness campaign;
- participating in Earth Hour, encouraging staff to turn off all lighting and appliances at home and at work on 28 March 2009; and
- implementing the Territory Government's Greening the Fleet strategy for Treasury's vehicle fleet.

Carbon Emissions Calculation

Using an emissions calculator provided by Carbon Neutral, Treasury's carbon emissions calculation shows where strategies could be targeted to reduce emissions. In 2008-09, Treasury emitted 872 tonnes of carbon dioxide.

Figure 9: Carbon Emissions by Factor



The Calculator

Air Travel – Calculated from total kilometres travelled, number of flights and type of aircraft. In 2008-09 there were 611 trips made within Australia, amounting to a total of 1 446 207 kilometres travelled.

Energy – Calculated from the total amount of electricity used. Treasury consumed 1017 GJ of power.

Treasury Fleet – Calculated using litres of fuel consumed and engine type of each vehicle. Treasury has a pool of 21 vehicles of which 12 are 4 cylinder vehicles. In 2008-09, 30 000 litres of unleaded petrol and 1100 litres of diesel were consumed. Also includes hire vehicles,

calculated from kilometres travelled and engine type of each hire vehicle. In 2008-09, 28 vehicles were hired for Treasury staff for work purposes.

Consumables – Calculated from reams of paper used, cost of inks and other consumables purchased.

Waste – Calculated from the number of waste bins emptied throughout the year, offset by the number of recycling (paper) and confidential (paper to be shredded) bins emptied. In 2008-09, contractors emptied 79 confidential bins, 61 recycling bins, 50 waste bins and 18 skip bins for Treasury, which includes each kitchen, bathroom and all desk bins emptied each day.

The calculation demonstrates that air travel comprises more than half of Treasury's carbon dioxide emissions. This is a result of the requirement to attend many interstate meetings for Heads of Treasuries, COAG, CGC and other interjurisdictional matters. Representing the Territory at these meetings is crucial, however in order to reduce the carbon emissions from such travel, video conferencing facilities are being installed in Treasury. Some future meetings will also use recently installed facilities at the Department of the Chief Minister, as part of the COAG working groups' connectivity network established in all jurisdictions.

Energy Use

The Northern Territory Government Energy Smart Buildings Policy was introduced in 2005-06 and sets energy efficiency targets for all Territory Government agencies. Its key objective is to achieve and maintain best practice energy management in Territory Government occupied buildings, to reduce both operating expenditure and carbon emissions.

Table 25 illustrates reduction targets in annual energy use for all Government occupied buildings and Treasury's performance against these targets. The base year is 2004-05. The figures relate to Treasury's tenancy and do not include areas that are

the responsibility of the building owner such as air conditioning and lifts.

Since monitoring began in 2004-05, Treasury has reported a 12.3 per cent reduction in energy use for Cavenagh House. The figures have been backcast to reflect the transfer of the Racing, Gaming and Licensing function to the Department of Justice and the Superannuation Office moving from Enterprise House to Cavenagh House in June 2007. The reduction is largely due to activities undertaken in previous years such as fluorescent light replacement, commencement of fluorescent light globe recycling, ongoing promotion of energy management practices such as turning off lights and computers at the end of the day, the installation of timers on all large electrical appliances such as printers and photocopiers, and the purchase of energy efficient desk lamps for staff working after hours.

Table 26 shows that Treasury's electricity use has steadied following a 39 per cent reduction from 2006-07 to 2007-08. However, there are limited opportunities for further reductions within Treasury's tenancy of Cavenagh House. Nonetheless, further initiatives will be pursued in 2009-10.

Table 25: Energy Reduction Targets

Year	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Whole of government reduction target (%)	1.0	1.5	3.0	5.5	8.0	10.0
Treasury actual reduction (%)	7.2	20.6	11.9	12.3		

Table 26: Energy Use

	Unit ²	2006-07	2007-08	2008-09
FTE staff ¹		194	183	187
Light and power	GJ	1 669	1 021	1 017
Use per FTE	GJ	8.6	5.6	5.4
Use per square metre of office space	MJ	404	247	246
Total associated greenhouse gas emissions	Tonnes CO ₂	391	224	223

1. Average FTE per pay throughout the year.
2. 1000 megajoules (MJ) = 1 gigajoule (GJ).

Table 27: Paper Usage

	Unit	2006-07	2007-08	2008-09
A4 and A3 paper (white and colour) ¹	Reams ³	4 462	3 292	3 289
FTE staff ²		194	183	187
Use of paper per FTE	Reams	23	18	18
Waste paper for shredding and recycling	Bins	212	179	140

1. The figure in the 2006-07 annual report is adjusted to include A3 paper usage.
2. Average FTE per pay throughout the year.
3. Ream = 500 sheets.

Paper

Table 27 provides data on Treasury paper usage and disposal. The number of reams used in 2008-09 was similar to that consumed in 2007-08, which had reduced by 26 per cent from 2006-07. Treasury continues to encourage staff to make more use of online rather than printed documents and more staff are actively conserving paper through measures such as setting up paper re-use trays and double-sided printing and copying.

Although consumption remained steady, the volume of Treasury's paper waste declined. In 2008-09, the number of confidential (for shredding) and recycling bins filled decreased by 22 per cent from 2007-08.

Paper usage and paper waste for recycling should decrease with the implementation of online newspaper subscriptions, electronic document distribution, defaulting all printers to double-sided printing and continued staff awareness programs to promote efficient and considerate use of paper resources.

Future Priorities

Strategies to be implemented in 2009-10 include:

- installation of video conferencing facilities;
- the use of only 100% recycled paper;
- defaulting all printers to double-sided printing;

Supporting the Community

Another element of recognising corporate social responsibility is the impact of the organisation and its staff in the community. Through the Treasury Social Club, staff support a number of charitable and social events each year, with graduates and trainees taking an active role in the club as work unit representatives and event organisers. These events are an important opportunity for staff to gather socially and to contribute toward local community events and fund-raising appeals.

In 2008-09 almost \$4000 was raised through various events, supporting cancer research and similar causes.

- providing recycle bins in kitchens;
- moving to online newspaper subscriptions; and
- using more energy efficient appliances.

Northern Territory

Agents Licensing Fidelity Guarantee Fund
Investment Board

Asset Management Systems Scoping Project
Steering Committee

AustralAsia Railway Corporation

Charles Darwin University Council

Charles Darwin University Finance, Risk and
Review Committee

Chief Finance Officers Forum

Closing the Gap Working Group

Communications and Marketing Directors Forum

Community Safety Working Group

Coordination Committee

Coordination Committee – Capital Works
Review Subcommittee

Coordination Committee – Remote Service
Delivery Subcommittee

Corporate Services Review Steering Committee

Corporate Services Review – Interagency
Coordination Group

Corrective Services Working Group

Darwin Port Access and Support Working Group

Darwin Waterfront Corporation

Defence Support Industry Working Group

Department of Natural Resources, Environment, The
Arts and Sport Audit and Risk Committee

Executive Remuneration Review Panel

Government Office Accommodation Committee
Reference Group

Harbour and Port Coordination Subcommittee

Hospital Services Review Steering Committee

Housing Task Group

Indigenous Employment and Career Development
Coordinators Network

Inter-Departmental Committee on Corporate Taxation
and Superannuation Advice

Johnston Project Control Group

Legal Practitioners Funds Management Committee

Legislative Assembly Members Superannuation Trust

Major Projects Group

Major Projects Taskforces:

- Darwin Waterfront Redevelopment
- Onshore Gas Developments
- Defence Support Industries

Marine Industry Infrastructure Working Group

Measuring Indigenous Economic Development
Steering Committee

New Prison Project Team

Northern Territory Government Chief Information
Officers Forum

Northern Territory Government Information
Management Committee

Northern Territory Government Information
Management Committee – Records Management
Subcommittee

Northern Territory Police Legacy Board

Northern Territory Police Supplementary Benefit Trust

Northern Territory Population Intelligence
Working Group

Northern Territory Statistical Liaison Committee

Northern Territory Treasury Corporation
Advisory Board

NT Build Board

NT Gas Distribution Pty Ltd

NT Gas Pty Ltd

Operation Stimulus Coordination Group

Parap Gateway Redevelopment Steering Committee

Procurement Review Board (Darwin)

Public Sector Consultative Council
Public Trustee Investment Board
Regulation Impact Committee
Secretariat Network Group
Statistical Priorities Advisory Committee
Superannuation Investment Board
Territory Taxation Administration Liaison Committee
Weddell Project Control Group

National

Australian Bureau of Statistics Advisory Group on
Aboriginal and Torres Strait Islander Statistics
Australian Statistics Advisory Council
Council of Australian Governments Business
Regulation and Competition Working Group
Council of Australian Governments Housing
Working Group
Council of Australian Governments Indigenous
Reform Working Group
Council of Australian Governments Infrastructure
Working Group
Council of Australian Governments Infrastructure
Working Group Public Private Partnerships
Sub-Group
Council of Australian Governments Productivity
Working Group
Council of Australian Governments Working Group on
Climate Change and Water
Council for the Australian Federation – Occupational
Superannuation Project
Goods and Services Tax Administration Subcommittee
Goods and Services Tax Policy Advisory Group
Heads of Treasuries
Heads of Treasuries Accounting and Reporting
Advisory Committee

Heads of Treasuries Budget and Financial Framework
Advisory Committee
Heads of Treasuries Committee for Federal
Financial Relations
Heads of Treasuries Tax Equivalents Regime
Working Party
Ministerial Council on Energy Standing Committee
of Officials
Natural Disaster Relief and Recovery Arrangements
Stakeholder Group
Payroll Tax Harmonisation Subcommittee
Productivity Commission Advisory Group –
Performance Benchmarking of Australian Business
Regulation
Royalty Consultation Group
State Reference Group to Australia's Future Tax
System Review
State Tax Commissioners Business Practices
Subcommittee
State Tax Commissioners Compliance Committee
State Tax Commissioners Group
State Tax Commissioners Information and
Communication Technology Committee
State Tax Commissioners National First Home Owner
Grant Committee
State Tax Commissioners Tax Law Committee
State Tax Commissioners Training and Customer
Education Committee
Steering Committee for Review of Government
Service Provision
Treasury Corporate Services Directors Forum
Uniform Presentation Framework Committee
Utility Regulators Forum

<i>Advance Bank Integration Act</i>	<i>Merlin Project Agreement Ratification Act</i> (royalty provisions)
<i>Appropriation Act</i>	<i>Mineral Royalty Act</i>
<i>Bank of South Australia (Merger with Advance Bank) Act</i>	<i>Mining (Gove Peninsula Nabalco Agreement) Act</i> (royalty provisions)
<i>Competition Policy Reform (Northern Territory) Act</i>	<i>Motor Accidents (Compensation) Act</i>
<i>Construction Industry Long Service Leave and Benefits Act</i>	<i>Motor Vehicles Act (Part V)</i>
<i>Debits Tax Act</i>	<i>New Tax System Price Exploitation Code (Northern Territory) Act</i>
<i>Electricity Networks (Third Party Access) Act</i>	<i>Northern Territory Treasury Corporation Act</i>
<i>Electricity Reform Act</i> (economic regulation)	<i>Payroll Tax Act</i>
<i>Energy Resource Consumption Levy Act</i>	<i>Petroleum Act</i> (royalty provisions)
<i>Energy Resource Consumption Levy (Waiver of Levy) Act</i>	<i>Racing and Betting Act</i> (turnover tax provisions)
<i>Financial Agreement between the Commonwealth, States and Territories (Approval) Act</i>	<i>Revenue Units Act</i>
<i>Financial Institutions Duty Act</i>	<i>Soccer Football Pools Act</i> (duty provisions)
<i>Financial Management Act</i>	<i>Stamp Duty Act</i>
<i>Financial Relations Agreement (Consequential Provisions) Act</i>	<i>Superannuation Act</i>
<i>First Home Owner Grant Act</i>	<i>Superannuation Guarantee (Safety Net) Act</i>
<i>Fiscal Integrity and Transparency Act</i>	<i>Taxation Administration Act</i>
<i>Fuel Subsidies Act</i>	<i>Territory Insurance Office Act</i>
<i>Gaming Control Act</i> (tax and levy provisions)	<i>Totalisator Licensing and Regulation Act</i> (wagering tax provisions)
<i>Gaming Machine Act</i> (Part 8)	<i>Utilities Commission Act</i>
<i>Government Owned Corporations Act</i>	<i>Water Supply and Sewerage Services Act</i> (economic regulation)
<i>McArthur River Project Agreement Ratification Act</i> (royalty provisions)	

Financial Management

Financial Management Act

In June 2009, the *Financial Management Act* was amended to facilitate the new Commonwealth funding arrangements included in the IGA on Federal Financial Relations approved by COAG in November 2008, and to effect other minor administrative amendments.

Included in the IGA are new payment arrangements for Specific Purpose Payments (SPPs) and National Partnership Agreements (NPAs) whereby since January 2009 payments are made by the Commonwealth Treasury to state and territory Treasuries for distribution to relevant line agencies.

Previously, tied funding of this nature was paid by Commonwealth line agencies directly to the state line agencies. However, the large number of payments, the multiple agencies involved, and the variations in the payments, meant that monitoring and management of the various payments was complex for all governments.

Consistent with the requirements of the IGA and approaches adopted by the jurisdictions, SPP and NPA revenue from the Commonwealth is paid into the CHA and provided to agencies in the (new) form of Commonwealth appropriation.

Own-Source Revenue

Payroll Tax Act

On 1 July 2009 a new *Payroll Tax Act* came into effect. The new *Payroll Tax Act* rewrites the previous *Pay-roll Tax Act* to largely harmonise it with the legislation of other states. The new Act simplifies payroll tax rules and reduces red tape for businesses that employ in more than one jurisdiction. It will also provide significant compliance cost savings to businesses. The new Act follows the harmonising of several areas of payroll tax from 1 July 2008.

Amendments commencing from 1 July 2009:

- introduced relevant contract provisions, which provide rules for the taxation of payments made to contractors that predominantly provide labour

services. These rules approximate common law principles on the relationship between an employer and an employee;

- extended an existing exemption for public benevolent institutions and religious institutions to other non-profit organisations that have a sole or dominant charitable, benevolent, philanthropic or patriotic purpose;
- exempted wages paid to employees participating in voluntary work for bushfires and emergency relief;
- exempted wages paid as maternity, paternity or adoption leave for a maximum of 14 weeks; and
- removed payroll tax on wages paid by employment agents to temporary staff where the wages would be exempt if paid directly by the client of the employment agent.

Stamp Duty Act

As part of the Northern Territory's 2009-10 Budget, an amendment commencing on 1 October 2008 exempted first home saver accounts offered by life insurance companies from life insurance duty. Other amendments, commencing from 6 May 2009:

- clarified the imposition of stamp duty on mergers. The rules make it clear that a conveyance of dutiable property occurs when there is a merger vesting of property;
- imposed landholder stamp duty on the takeover of a corporation or unit trust that is listed on a recognised financial market, such as the Australian Securities Exchange. This includes a merger vesting of shares, which is one way that a takeover can be achieved;
- changed the application of the landholder provisions so that the provisions apply to acquisitions of interests in unlisted unit trusts of 50 per cent or more (previously 20 per cent for private unit trusts);
- prevented the avoidance of landholder stamp duty where a person acquires control of a corporation or unit trust without acquiring an entitlement to the property of the entity on its winding up or termination; and

- prevented the avoidance of landholder stamp duty where an arrangement exists that has the effect of reducing a person's entitlement on the winding up of a corporation or the termination of a trust.

Also, as part of the Territory's 2009-10 Budget, amendments commencing from 1 July 2009:

- extended existing exemptions for public benevolent institutions and religious institutions to other non-profit organisations that have a sole or dominant charitable, benevolent, philanthropic or patriotic purpose;
- exempted caravans and other non-motorised trailers with a gross vehicle mass of ≤ 4.5 tonnes from motor vehicle registration stamp duty;
- allowed the original purchaser in an agreement to be substituted with a related person without double stamp duty consequences. The purchaser and the substitute may be in a family relationship or one may be a family company or family trust;
- removed the requirement to lodge cancelled agreements with the Territory Revenue Office unless a sub-sale of property or conveyance by direction has occurred;
- removed an exemption for the lease of residential premises, which has technically been unnecessary following the abolition of lease duty on rent from 1 July 2006. This clarifies that all leases granted for valuable consideration in addition to, or instead of, rent, are liable to conveyance stamp duty;
- exempted the grant or transfer of a lease of residential premises in a retirement village; and
- enabled listed stapled entities to reorganise by way of 'top hatting', with a new head trust being interposed or an existing trust elevated to head trust, without landholder stamp duty being payable.

Consequential Amendment Resulting from the Introduction of the *Taxation Administration Act*

An amendment made as a consequence of the introduction of the *Taxation Administration Act* reinstated the ability to place a statutory charge on land that was the subject of a pre-1 January 2008 landholder transaction where a stamp duty liability is still outstanding.

First Home Owner Grant Act and Regulations

To give effect to the Commonwealth Government's First Home Owner Boost scheme, amendments provided for an additional grant to first home owners who purchase a home or commence construction of a new home between 14 October 2008 and 31 December 2009. The additional grant varies from \$3500 to \$14 000, depending on whether the home is new and the date the transaction is entered into.

Gaming Machine Regulations

On 1 January 2009, the taxation arrangements that apply to clubs and hotels in relation to community gaming machines were made uniform. The rates were revised so that clubs and hotels are subject to a tiered gaming machine tax rate, depending on each venue's gross monthly profit. The lowest rate of 12.91 per cent applies to gross monthly profits of up to \$10 000, with the rate rising to 22.91 per cent for profits between \$10 001 and \$100 000, 32.91 per cent for profits between \$100 001 and \$200 000, and peaking at 42.91 per cent for profits over \$200 000.

Superannuation

Northern Territory Police Supplementary Benefits Scheme Trust Deed and Northern Territory Supplementary Superannuation Scheme Instrument

The Northern Territory Supplementary Superannuation Scheme (NTSSS) and the Northern Territory Police Supplementary Benefit Scheme (NTPSBS) were amended to insert new definitions of spouse, de facto partner and de facto relationship to align with definitions in the Commonwealth's amended *Family Law Act 1975* effective 1 March 2009.

The *Family Law Act 1975* changes provide for opposite sex and same sex de facto couples to access the Federal family law courts on property and maintenance matters. The changes also include recognition of financial agreements between de facto couples and superannuation splitting where determined by court proceedings, previously only available to legally married couples.

Northern Territory Budget Papers

The 2009-10 Budget was handed down on 5 May 2009.

2009-10 Budget Papers

Budget Paper No. 1 Budget Speech

The Treasurer's speech to the Legislative Assembly describes the Government's Budget strategy and key features of the 2009-10 Budget, together with the Bills presented to Parliament outlining appropriations for 2009-10 and new Commonwealth Appropriation for 2008-09.

Budget Paper No. 2 Fiscal and Economic Outlook

Meets the requirements of the *Fiscal Integrity and Transparency Act*. Includes a discussion of the Government's fiscal strategy, the fiscal and economic outlook for 2009-10 and the forward estimates period, an overview of expenditure and revenue initiatives in the Budget, and current issues in public finance from the Territory's perspective. The financial data provided meets the Territory's obligations under the UPF as agreed between governments.

Budget Paper No. 3 The Budget

Provides detailed information on the budgets of agencies and government business divisions in the Northern Territory budget sector, and focuses on the services and outputs delivered across Government. A summary of revenue information is also provided.

Budget Paper No. 4 The Infrastructure Program

Presents a summary of the Government's Infrastructure Program for all budget sector agencies, as well as detailed descriptions of 2009-10 capital projects for each agency. Expected committal dates for major projects in 2009-10 are also provided.

Related Papers

Budget Overview

Key features of the 2009-10 Budget are outlined.

Regional Highlights

A regional overview of the Government's initiatives, programs and expenditures in the 2009-10 Budget.

Northern Territory Economy

A detailed assessment of the Territory economy, including recent performance and growth prospects, employment, population, trade, and Australian and international conditions. Includes chapters on the performance and outlook for major Territory industries.

Northern Territory Economy Overview

Presents a concise summary of the Northern Territory Economy book.

Treasurer's Financial Statements

Treasurer's Annual Financial Report 2007-08

TAFR provides information about the financial performance and position of the Northern Territory Government in 2007-08. The TAFR reports under the accrual framework and provides information on a sectoral basis (General Government, Public Non Financial Corporations, Non Financial Public Sector, Public Financial Corporations and Total Public Sector) in accordance with the *Fiscal Integrity and Transparency Act* and the UPF Agreement. It also includes notes to the accounts for the Total Public Sector and provides an explanation of key variations on an agency by agency basis in an unaudited section.

2008 Pre-Election Fiscal Outlook Report

The *Fiscal Integrity and Transparency Act* requires the public release of a Pre-Election Fiscal Outlook Report within ten days of the issue of a writ for an election. In accordance with this requirement, a report was released on Friday 1 August 2008. The report took into account non-policy changes and policy decisions made or commitments entered into after the 2008-09 Budget up to 29 July 2008. It also provided updated fiscal projections for 2008-09 to 2011-12 and preliminary information on the 2007-08 outcome.

2008-09 Mid-Year Report

The *Fiscal Integrity and Transparency Act* requires the Territory to publish a report before the end of February that revises the current year's Budget projections and forward estimates. This interim report on the Territory's Budget position also satisfies

the Territory's UPF reporting obligations. The report provides updated information to enable an assessment of the Government's fiscal performance against the current fiscal strategy.

Treasurer's Quarterly Financial Reports

These reports provide statements that summarise the quarterly and year to date financial transactions, from a whole of government perspective on a UPF basis.

Reports were published for the quarters to 30 September 2008, 31 December 2008 and 31 March 2009. The June quarter results are to be incorporated into the 2008-09 TAFR.

2007-08 Annual Reports

- Legislative Assembly Members' Superannuation Trust
- Northern Territory Government and Public Authorities' Superannuation Scheme
- Northern Territory Police Supplementary Benefit Scheme
- Northern Territory Treasury
- Northern Territory Treasury Corporation
- NT Build
- Utilities Commission

Other Publications

Territory Economic Review

This publication monitors the latest economic data on a monthly basis, and provides analysis of major Territory industries, consumption and investment, trade, external economic conditions, business sentiment, price and wage inflation, and other topical issues as they develop. The review also presents a range of relevant time series data and state by state comparisons of major economic indicators. There are about 11 editions each year.

Northern Territory Economic Briefs

Northern Territory economic briefs provide up-to-date analysis of the Territory economy and its performance in relation to the Australian economy. These briefs are prepared on a monthly, quarterly or annual basis. They are generally available on the day that data is released, and cover a broad range of economic and

social indicators. They draw on various sources of data, including the ABS and Access Economics.

Social Indicator Briefs

Released monthly, Northern Territory social indicator briefs provide the most recent key statistics about the Territory. They cover a broad range of social indicators such as population, family and community, health and welfare, education and training, employment, economic resources and other areas of social concern. The briefs draw on various sources of data including the Australian Institute of Health and Welfare, the ABS and the National Centre for Vocational Education Research.

Indigenous Expenditure Review

The Territory has a large and geographically dispersed Indigenous population living in urban, rural and remote areas. The cost of delivering infrastructure and services to Indigenous Territorians, especially those in remote communities, can be significant. The 2006-07 Indigenous Expenditure Review analyses expenditure to this group and compares it to funding received by the Territory for Indigenous-related purposes.

Grocery Price Survey

The survey monitors grocery prices by measuring the cost of purchasing an average basket of goods at each major supermarket across the Territory and in comparable centres in north Queensland. The survey is conducted on a six-monthly basis and results are published on the Treasury website.

Employers' Guide to Payroll Tax in the Northern Territory

An aid to employers who may have a liability for payroll tax, the guide comprehensively explains the basic provisions of the *Payroll Tax Act* and gives examples of how to calculate payroll tax. The guide was updated to take into account Budget changes and the new harmonised payroll tax provisions.

Stamp Duty Lodgement Guide

The guide sets out taxpayer lodgement and information requirements for assessing certain duties imposed under the *Stamp Duty Act*. It is updated as necessary.

TRMeR Manual

The TRMeR Instruction Manual was designed to provide information on how to access and use the TRMeR system for payroll tax returns. The manual was updated to reflect enhancements made to the TRMeR system. Although primarily designed to assist employers in the lodgement of their monthly and annual adjustment returns, TRMeR can also be used for a range of other functions, such as payment of liability by direct debit utilising the Northern Territory Government online banking facility, updating contact details, calculating the general exemption deduction, viewing lodgement and payment history and communicating with the Territory Revenue Office.

First Home Owner Concession Guide and Application Form

The first home owner concession provides Territorians buying their first home or land to build their first home with a concession on the stamp duty payable. The guide provides information on the concession and also informs applicants of the eligibility criteria. An application form is available with the guide.

First Home Owner Boost and Application Form

The First Home Owner Boost is a Commonwealth initiative administered by the Territory Revenue Office. Boost provides a temporary increase of \$14 000 for a new home or \$7000 for an established home to the \$7000 First Home Owner Grant (provided by the Territory). Boost is effective for the period 14 October 2008 to 31 December 2009 but the amounts will halve to \$7000 and \$3500 respectively from 1 October 2009. The guide provides information on the grant and also informs applicants of the eligibility criteria they must meet. An application form is available with the guide.

Buildstart Guide and Application Form

The guide and application form were developed for the commencement of the Territory's Buildstart scheme from 27 October 2008. The guide provides information on the grant and also informs applicants of the eligibility criteria they must meet. An application form is available with the guide.

Commissioner's Guidelines

The Commissioner for Territory Revenue issues Commissioner's Guidelines on specific topics to provide guidance on the Commissioner's interpretation of various provisions of legislation administered by the Commissioner, or details of administrative policies, practices or procedures utilised by the Territory Revenue Office in administering those laws.

Six guidelines were issued in 2008-09 on a variety of topics addressing aspects of fuel subsidies, payroll tax, stamp duty and general administration.

Revenue Circulars

Revenue circulars are an information system intended to provide timely advice to taxpayers and their advisers of new developments to the revenue laws administered by the Commissioner of Territory Revenue. As such, the circulars are current as at the date of issue, but are not updated to reflect developments that supersede the information provided in an earlier circular.

Six circulars were issued in 2008-09, covering various aspects of home incentives schemes, payroll tax, stamp duty and general administration.

Payroll Tax Rulings

The Commissioner for Territory Revenue issued 33 Payroll Tax Rulings as part of the adoption of the payroll tax harmonisation provisions from 1 July 2009. These rulings are largely consistent with those issued in the other states that have fully harmonised their payroll tax legislation.

Territory Revenue Office Forms

Adoption of the harmonised payroll tax provisions also resulted in changes to many of the Territory's payroll tax forms. The Territory Revenue Office adapted 49 of its forms to enable them to be completed online, then printed and lodged.

Northern Territory Government and Public Authorities' Superannuation Scheme 2007-08 Report to Members

The report provides summary information to NTGPASS members on the management, investment performance and financial position of the scheme in 2007-08, and on current superannuation issues. It is issued with annual member account statements. Similar reports are prepared for members of LAMS and NTPSBS.

Member Investment Choice Booklet

The booklet provides NTGPASS members with information about the different options available to them for investing their superannuation contribution balances. As well as providing details on the benefits of each option, the booklet also outlines what benefits are available through being an NTGPASS member.

Allocated Pensions Booklet

NTGPASS allocated pensions allow members who have retired from the public sector to receive their superannuation benefit as a pension, with the flexibility to withdraw lump sums if required. The booklet provides information on allocated pensions and explains how the pension product works.

NTGPASS Newsletter

Fact sheets and two newsletters were developed in response to the global financial crisis to assist members understand the impact of negative returns on their superannuation accounts.

Territory Bonds Prospectus

Aimed at prospective holders of Territory Bonds, this publication provides background on Territory Bonds, and outlines the terms and conditions. An application form is attached.

The papers and publications listed are available online at www.nt.gov.au/ntt

The Budget Papers can also be obtained from www.budget.nt.gov.au

or purchased from:

Northern Territory Government Printing Office
Retail Sales
Railway Street
Parap NT 0820

or

GPO Box 1447
Darwin NT 0801
Telephone: (08) 8999 4031
Facsimile: (08) 8999 4001

Websites

Northern Territory Treasury
www.nt.gov.au/ntt

Northern Territory Budget
www.budget.nt.gov.au

Northern Territory Superannuation Office
www.nt.gov.au/ntt/super

Northern Territory Treasury Corporation
www.territorybonds.nt.gov.au

Territory Revenue Office
www.revenue.nt.gov.au

Utilities Commission
www.utilicom.nt.gov.au

NT Build
www.ntbuild.com.au