

# Department of Natural Resources, Environment and the Arts

	2006-07 Estimate	2007-08 Budget
	\$000	\$000
<b>Output Group</b>		
Parks and Reserves	35 054	34 858
Biological Parks	10 491	10 699
Natural Resources	48 576	45 307
Environment Protection	6 035	5 281
Heritage Conservation	2 608	2 566
Scientific and Cultural Collections	15 207	14 732
Arts and Screen Industry Support	13 257	12 893
<b>Total Expenses</b>	<b>131 228</b>	<b>126 336</b>
<b>Output Appropriation</b>	<b>97 320</b>	<b>98 370</b>
<b>Capital Appropriation</b>	<b>520</b>	<b>640</b>

2007-08 Staffing: 675

## Agency Profile

The Department of Natural Resources, Environment and the Arts reflects the importance government and the community places on the Northern Territory's natural and cultural assets. The agency's primary responsibility is to better understand the Territory's biophysical environments, our diverse society, complex social history and artistic capability so that Territorians have an opportunity to use these natural and cultural resources as a source of inspiration, innovation and personal and economic growth.

The agency looks forward to a major role in building a confident and cohesive society that actively pursues the special opportunities available to Territorians, and also understands, responds creatively to, and deals successfully with the challenges involved in realising these opportunities.

Key functional responsibilities include:

- conserve for posterity the Territory's parks and reserves, historic buildings and permanent museum and art gallery collections;
- protect heritage sites and objects and threatened wildlife;
- support community involvement in the environment and heritage and develop, promote and grow the arts sector and screen industries, by providing information, grants and in-kind financial assistance targeted at heritage, the environment, natural resource management, regional museums, arts and film industries;
- assess and advise the Northern Territory Government on environment issues arising from proposed land uses and predict and mitigate threats created by floods, wildfires, invasive species, resource degradation and nuisance wildlife;

- investigate, monitor, recommend and enforce sustainable utilisation of natural resources including water, native vegetation and wildlife; and
- create commercial, educational and recreational opportunities through the use of natural resources, artistic and creative enterprises and Government owned entities, including the Desert and Territory Wildlife Parks, the Araluen Centre, Museums and Art Galleries of the Northern Territory, heritage buildings, botanic gardens and the parks estate.

Strategic issues facing the agency in 2007-08 include:

- building on effective working relationships with traditional owners and land council staff to facilitate joint management arrangements of parks to achieve greater employment of traditional owners and integration of traditional land management practices within the parks estate;
- examining the feasibility of a museum focusing on World War II;
- negotiating the third stage of the Natural Heritage Trust Bilateral Agreement Integrated Natural Resource Management Plan which brings funding of around \$7 million a year into the Territory;
- developing a Marine Protected Area strategy and setting priority areas including planning for the Bynoe Harbour Marine Park with broad community and industry support and involvement;
- developing a Fire Mitigation Program that enables the Territory to move from a high and increasing level of risk with a reactive response, to a planned fire mitigation program that maximises opportunities to keep firefighters and the community safe;
- ensuring that the Territory meets its National Water Initiative obligations regarding allocating water resources, based on a good understanding of surface water and groundwater supplies, and the capacity of water-dependent ecosystems to cope with changed water use;
- establishing a Northern Territory Environment Protection Agency in consultation with industry and community; and
- coordinating the implementation of the Northern Territory Strategy for Greenhouse Action including promoting understanding of the impacts of climate change on the Northern Territory and supporting the National Plan for Climate Change.

## Budget Highlights

- Funding of \$0.25 million in 2007-08 for the establishment of the Northern Territory Environment Protection Agency.
- Increased funding of \$50 000 for the Alice Springs and Tennant Creek water initiative.
- Additional support of \$50 000 for the Cool Communities initiative.
- Funding of \$1 million for the third year of the four year 'Living Rivers' initiative.
- Opening of the Rapid Creek Environment Hub.
- Continued support for the Natural Resource Management Board and its role as the Natural Heritage Trust regional body in planning Australian Government investments in natural resource management.
- Launch of an online heritage register to facilitate internet-based enquiries.
- Continue to implement the Government's Heritage 2010 initiative which provides \$1 million per annum for repairs and maintenance of Government-owned heritage properties.
- Additional funding of \$0.44 million to expand and upgrade flood forecasting capabilities to enable more effective flood planning and preparation.
- Increase in funding of \$0.25 million for continuation of the Cabomba Eradication Program.
- Support for hosting the 2008 National Regional Arts Australia Conference in Alice Springs in October 2008.
- Funding of \$0.1 million for an additional ranger in East Arnhem through the Indigenous Ranger Group Development Program.
- Grant funding of \$0.24 million to Central Australian Aboriginal Media Association for production of the children's television series *Double Trouble*.
- Support of \$0.2 million for filming the Bazmark Film Production *Australia* at Darwin's Stokes Hill Wharf.
- Grant funding of \$0.23 million for Dhimurru Land Management for the construction of new ranger and museum facilities.
- Support of \$0.1 million for the Public Art Precinct at Darwin International Airport.

	\$M
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<b>2007-08 New Capital Works</b>	
Mary River Wetlands desalination	0.5
Nitmiluk National Park – ablution facility	0.5
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## Outputs and Performance

Output Group/Output	2006-07 Estimate	2007-08 Budget	Variation
	\$000	\$000	\$000
<b>Parks and Reserves</b>	<b>35 054</b>	<b>34 858</b>	<b>- 196</b>
Parks Joint Management Programs	5 258	5 129	- 129
Parks and Reserves Visitor Management Programs	21 363	21 314	- 49
Parks and Reserves Conservation Management Programs	8 433	8 415	- 18
<b>Biological Parks</b>	<b>10 491</b>	<b>10 699</b>	<b>208</b>
Visitor and Education Facilities	8 784	8 858	74
Botanic Gardens	1 707	1 841	134
<b>Natural Resources</b>	<b>48 576</b>	<b>45 307</b>	<b>- 3 269</b>
Natural Resource Assessments	12 651	11 210	- 1 441
Natural Resource Management Activities	24 721	22 891	- 1 830
Flood Forecasting	1 259	1 589	330
Water Resources	9 945	9 617	- 328
<b>Environment Protection</b>	<b>6 035</b>	<b>5 281</b>	<b>- 754</b>
Environment Protection Agency	6 035	5 281	- 754
<b>Heritage Conservation</b>	<b>2 608</b>	<b>2 566</b>	<b>- 42</b>
Heritage Conservation Services	2 608	2 566	- 42
<b>Scientific and Cultural Collections</b>	<b>15 207</b>	<b>14 732</b>	<b>- 475</b>
Museums and Art Galleries of the Northern Territory	13 352	12 965	- 387
Herbarium	1 855	1 767	- 88
<b>Arts and Screen Industry Support</b>	<b>13 257</b>	<b>12 893</b>	<b>- 364</b>
Arts and Screen Sector	9 001	8 598	- 403
The Araluen Centre	4 256	4 295	39
<b>Total Expenses</b>	<b>131 228</b>	<b>126 336</b>	<b>- 4 892</b>

### Key Variations

- Parks and Reserves output group decreases in 2007-08 due to the net impact of a one-off capital grant for Dhimurru in 2006-07 and new funding of \$0.1 million in 2007-08 for an additional ranger in East Arnhem through the Indigenous Ranger Group Development Program.
- Expenses for the Natural Resources output group are higher in 2006-07 due to one-off funding that was carried forward from 2005-06 and one-off funding that was provided in 2006-07.
- The Environment Protection output group decreases in 2007-08 due to one-off funding that was carried forward from 2005-06 to 2006-07.
- Expenses for Scientific and Cultural Collections output group are higher in 2006-07 due to one-off funding that was carried forward from 2005-06 and one-off specific funding that was provided in 2006-07.
- Arts and Screen Industry Support output group decreases in 2007-08 due to one-off funding provided in 2006-07.

## Output Group: Parks and Reserves

The management of parks and reserves to protect biodiversity and create commercial, educational and recreational opportunities for visitors and the Territory community, providing means for regional development and economic growth.

Functions prescribed in the *Territory Parks and Wildlife Conservation Act* and associated Regulations and By-laws and the *Parks and Wildlife Commission Act*.

The outcomes are the protection of the natural and cultural assets owned by the Territory represented by the parks estate and creation of commercial, educational and recreational opportunities based on these assets.

### Parks Joint Management Programs

Establish equitable partnerships with local traditional owners to manage, maintain and protect the biodiversity of a park or reserve while at the same time serving the needs of visitors and the wider community.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Number of Joint Management Plans in force <sup>1</sup>	4	8
	Number of Joint Statements of Management Intent completed during the year <sup>2</sup>	2	2
	Full-time permanent staff who are Indigenous	13%	15%
<i>Quality</i>	Jointly managed parks covered by Joint Management Plans	12%	25%
	Jointly managed parks covered by Joint Statements of Management intent	6%	6%

<sup>1</sup> There are a total of 32 jointly managed parks (schedules to the *Parks and Reserves (Framework for the Future) Act*).

<sup>2</sup> Joint Statements of Management Intent are concise, interim statements of management direction that may be completed as a step in the process in developing Joint Management Plans.

### Parks and Reserves Visitor Management Programs

Create commercial, educational and recreational opportunities based on sustainable use of the natural and cultural assets of the parks estate.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Total visits to Territory parks	2 842 000	2 850 000
	Number of park visitors engaged in ranger-guided interpretation activities <sup>1</sup>	12 100	12 200
<i>Quality</i>	Visitor satisfaction	80%	80%

<sup>1</sup> Territory Parks Alive Program figures based on previous calendar year.

## Parks and Reserves Conservation Management Programs

Protect the natural and cultural assets within the Northern Territory's parks estate.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Plans of Management <sup>1</sup>	22	23
	Plans or Statements of Management Intent <sup>2</sup>	6	11
	Conservation Plans <sup>3</sup>	279	279
<i>Quality</i>	S12 park landholdings covered by Joint Management Plans <sup>4</sup>	98%	99%
	Park landholdings (excluding S12 and joint managed parks) covered by Plans of Management <sup>5</sup>	1.4%	81.4%
	Critical actions/outputs achieved	85%	85%

1 Plans of Management are authoritative, statutory documents reviewed every five years. Plans of Management are only required for parks declared under section 12 of the *Territory Parks and Wildlife Act*.

2 Management Plans and Statements of Management Intent (SMI) set out management directions according to significant values. They are prepared for land where Plans of Management are not a statutory requirement.

3 All parks and reserves under Parks and Wildlife Service management are required to have annual Conservation Action Plans for weed, fire and feral animal management. Based on 93 parks and reserves.

4 Based on total land area of S12 parks, 262 794 hectares. Parks under Plans of Management cover 260 789 hectares.

5 Based on total land area of parks other than S12 parks and joint managed parks, total 1.74 million hectares. Parks under Management Plans or SMI total 25 774 hectares. Total area for which Management Plans or SMI are proposed equal 1.41 million hectares.

## Output Group: Biological Parks

Create displays of native plants and animals that replicate natural habitats and botanical gardens that provide:

- opportunities to experience and learn about the Territory's natural flora and fauna;
- commercial, education and recreational opportunities;
- community awareness about the conservation of the Territory's flora and fauna; and
- support to the Territory's tourism-based economy by attracting visitors and extending their stay within the Territory, and by providing an introduction to the Territory's parks and reserves.

The outcome is the creation of commercial, educational and recreational opportunities based on natural and cultural assets.

### Visitor and Education Facilities

Create commercial and educational opportunities by providing funding to the Alice Springs Desert Park and the Territory Wildlife Park in the form of community service obligations. Operate Window on the Wetlands as a visitor facility interpreting the nature and cultures of the wetlands around Adelaide River.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Visitors to Territory Wildlife Park and Alice Springs Desert Park	162 000	166 000
	Visitors to Window on the Wetlands	77 000	77 000
	Subsidy per visitor <sup>1</sup>	\$48.36	\$47.68
	Threatened species breeding programs	9	9
<i>Quality</i>	Success of threatened species programs <sup>2</sup>	80%	80%

<sup>1</sup> Subsidy is for Territory Wildlife Park and Alice Springs Desert Park.

<sup>2</sup> A breeding program is successful if an individual project milestone is achieved (ie. maintaining genetic diversity).

## Botanic Gardens

Manage the George Brown Darwin Botanic Gardens as a state level facility in the Northern Territory's capital city to conserve the Territory's living flora collections and provide education and enjoyment to the community. Provide support to Olive Pink Botanic Gardens in Alice Springs.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Visitors to George Brown Darwin Botanic Gardens	220 000	230 000
	Special events at George Brown Darwin Botanic Gardens	3	4
	Functions at George Brown Darwin Botanic Gardens	65	70
	New significant visitor experiences created at George Brown Darwin Botanic Gardens	2	2
	Subsidy to Olive Pink Botanic Gardens	\$126 000	\$126 000
<i>Quality</i>	User satisfaction with venue	90%	90%

## Output Group: Natural Resources

Assess, manage and conserve the natural resources of the Northern Territory.

Provide integrated support and advisory, monitoring and regulatory services in respect of the Territory's natural resources, and the mitigation of potential threats, including erosion, weeds, bushfires, floods and feral animals, with the involvement of the community and land managers.

The outcomes are:

- the protection of the community interest in, and helping the community to care for and make best use of, all natural assets of the Northern Territory;
- creation of commercial, educational and recreational opportunities based on natural and cultural assets; and
- prediction and mitigation of threats from both natural processes and human activities.

## Natural Resource Assessments

Formulate and implement assessment programs, including monitoring and evaluation, with respect to land, coastlines, native vegetation and biological diversity.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Strategic assessment programs <sup>1</sup>	11	11
<i>Quality</i>	Stakeholder satisfaction	90%	90%
<i>Timeliness</i>	Assessment project milestones met	85%	87.5%

<sup>1</sup> Strategic assessment projects for biodiversity, estuarine and coastal waters, and regional vegetation and land capability.

## Natural Resource Management Activities

Identify and mitigate risks to and associated with natural resources, including risks surrounding the management of bushfires, weeds, native vegetation and soil conservation.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Strategic programs	22	22
	Territory expenditure as a proportion of total dollars committed <sup>1</sup>	57%	66%
	Area of wildfire compared with controlled burns <sup>2</sup>	4.7:1	2.6:1
<i>Quality</i>	Programs meeting agreed targets	80%	80%
<i>Timeliness</i>	Project milestones met	80%	80%

1 Natural Resource Management activities leverage considerable Australian Government grant funding.

2 Wildfires burn more extensively than controlled fires.

## Flood Forecasting

A flood forecasting service to the Northern Territory Police, Fire and Emergency Services, the Department of Planning and Infrastructure and the Bureau of Meteorology in order to minimise risk to life and property in the event of flooding.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Installations	25	31
<i>Quality</i>	Reliability of equipment <sup>1</sup>	80%	85%
<i>Timeliness</i>	Services delivered within agreed timeframes	95%	95%

1 Installations will occasionally fail and acceptable or standard level of failure is approximately 30% (redundancy is built in for vital installations).

## Water Resources

Measure and assess the surface and groundwater resources of the Northern Territory and undertake drilling and bore testing to enable effective planning for allocation, use, control and protection of water resources.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Gauging stations <sup>1</sup>	200	200
	Operational rig days <sup>2</sup>	195	100
	Water allocation plans declared <sup>3</sup>		2
	Licences and permits issued	225	230
<i>Quality</i>	Time series data collected at agreed standards	60%	70%
	Proportion of unscheduled maintenance of drilling rigs	5%	5%
	Number of non-permitted activities <sup>4</sup>	3	5
<i>Timeliness</i>	Services delivered within agreed timeframes	90%	90%

1 Includes surface and groundwater stations.

2 An operational rig day refers to a day of drilling in the field.

3 Number of water allocation plans declared during that financial year.

4 Number of reported breaches of licences and permits.

## Output Group: Environment Protection

Effective advice to government, industry and the community in relation to environmental issues.

Advise government on environmental issues arising from proposed land uses to protect the Territory's environment from detrimental effects.

The outcomes are the protection of the community's interest in all cultural and natural assets of the Northern Territory and prediction and mitigation of threats from both natural processes and human activities.

Assess and regulate potential environmental impacts of development; coordinate greenhouse and climate change policy and responses; and promote maintenance of aquatic ecosystem health.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Environmental assessment reports to Minister	7	7
	Licences and approvals administered <sup>1</sup>	60	65
	Capacity to provide assistance to community, industry and local government to promote environmental sustainability <sup>2</sup>	\$0.66M	\$0.66M
	Capacity to provide advice about environmental protection and climate change matters	\$2.5M	\$2.5M
<i>Quality</i>	Stakeholder satisfaction with advice	80%	80%
<i>Timeliness</i>	Meet statutory timeframes established under relevant legislation <sup>3</sup>	100%	100%

<sup>1</sup> Licences and approvals managed under *Waste Management and Pollution Control Act* and Part 7, *Water Act*.

<sup>2</sup> Includes Environment NT Grants, Cool Communities and Litter Grants Programs.

<sup>3</sup> Legislation includes the *Environmental Assessment Act* and Administrative Procedures; *Waste Management and Pollution Control Act*; Part 7 of the *Water Act*.

## Output Group: Heritage Conservation

Conservation of the Northern Territory's heritage assets through advice, assistance and regulation.

The outcomes are protection of the community's interest in cultural assets and helping the community to care for and make best use of these assets.

Provide advice, assistance and regulatory services to protect and conserve the Territory's heritage assets.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Assessment reports to Heritage Advisory Council	21	16
	Capacity to provide assistance to private owners of heritage places	\$0.2M	\$0.2M
	Capacity to maintain Government-owned heritage facilities	\$1.0M	\$1.0M
<i>Quality</i>	Stakeholder satisfaction with advice	80%	80%
<i>Timeliness</i>	Meet statutory timeframes established by the <i>Heritage Conservation Act</i>	100%	100%

## Output Group: Scientific and Cultural Collections

Preserve and provide access to the Northern Territory's natural, scientific and cultural heritage. Create commercial, educational and recreational opportunities through interpretation and display of collections.

The outcomes are protecting the natural and cultural assets owned by the Northern Territory and the community's interest in all natural and cultural assets, helping the community to care for and make best use of these assets.

### Museums and Art Galleries of the Northern Territory

Account for, preserve and provide access to Territory art, cultural and natural history collections including historic buildings in the care of the Museum and Art Gallery of the Northern Territory, the Museum of Central Australia and the Strehlow Research Centre.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Visitors	230 000	230 000
	Major exhibitions	5	2
	Grants and sponsorships received and managed	\$0.3M	\$0.3M
	Grants	5	5
<i>Quality</i>	Visitor satisfaction	95%	95%
	Acquisitions that meet collection policy	100%	100%
	Collection accessible to the public	10%	10%
<i>Timeliness</i>	Public programs delivered within published delivery dates	100%	100%

### Herbarium

Preserve the Territory's scientific plant collection and provide access to the flora information held by the Northern Territory Herbarium located in Darwin and Alice Springs.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Number of specimens in the collection	230 000	234 000
<i>Quality</i>	Standard of curation of botanical collections	90%	90%
<i>Timeliness</i>	Project milestones met	90%	90%

## Output Group: Arts and Screen Industry Support

Support the performing and visual arts, cinema and film industries for the benefit of the local community and visitors.

The outcomes are helping the community to make best use of its natural and cultural assets and creating commercial, educational and recreational opportunities based on these assets, supporting the community in creating new understandings and expressions of Territory identity.

### Arts and Screen Sector

Provide financial and in kind support for the development and promotion of the arts sector in the Territory. Support, develop and grow the screen industries in the Northern Territory.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Grants managed	700	700
	Grants distributed	\$5.66M	\$5.36M
<i>Quality</i>	Stakeholder satisfaction	85%	85%
<i>Timeliness</i>	Grants paid within agreed timeframes	100%	100%

### The Araluen Centre

Delivery, facilitation and promotion of performing arts, cinema, visual arts and tourism programs and attractions for local residents and visitors to Central Australia.

Performance Measures		2006-07 Estimate	2007-08 Estimate
<i>Quantity</i>	Visitors to visual arts exhibitions	31 500	35 000
	Patrons to cinema and performances	28 000	30 000
<i>Quality</i>	Visitor satisfaction with Araluen galleries experience	90%	95%
	Client satisfaction with Araluen theatre and cinema programs	90%	95%
<i>Timeliness</i>	Public programs delivered within published delivery dates	100%	100%

## Operating Statement

	2006-07 Estimate	2007-08 Budget
	\$000	\$000
<b>INCOME</b>		
Taxation revenue		
Grants and subsidies revenue		
Current	15 208	11 960
Capital		
Output revenue	97 320	98 370
Sales of goods and services	3 662	2 754
Interest revenue	675	500
Goods and services received free of charge	6 311	6 311
Gain(+)/loss(-) on disposal of assets		
Other revenue	170	170
<b>TOTAL INCOME</b>	<b>123 346</b>	<b>120 065</b>
<b>EXPENSES</b>		
Employee expenses	49 193	47 721
Administrative expenses		
Purchases of goods and services	37 407	34 191
Repairs and maintenance	7 705	7 642
Depreciation and amortisation	4 726	4 726
DCIS services free of charge	6 311	6 311
Other administrative expenses		
Grants and subsidies expenses		
Current	17 077	17 029
Capital	300	301
Community service obligations	7 834	7 915
Interest expense	675	500
<b>TOTAL EXPENSES</b>	<b>131 228</b>	<b>126 336</b>
<b>NET SURPLUS(+)/DEFICIT(-)</b>	<b>- 7 882</b>	<b>- 6 271</b>

## Income Administered for the Central Holding Authority

<b>INCOME</b>		
Taxation revenue		
Grants and subsidies revenue		
GST revenue		
Current		
Capital		
Fees from regulatory services	15	15
Interest revenue		
Royalties and rents	3 524	3 524
Other revenue		
<b>TOTAL INCOME</b>	<b>3 539</b>	<b>3 539</b>

## Balance Sheet

	2006-07 Estimate	2007-08 Budget
	\$000	\$000
<b>ASSETS</b>		
Cash and deposits	20 846	12 468
Receivables	1 593	1 593
Prepayments	13	13
Inventories	55	55
Advances and investments		
Property, plant and equipment	122 989	118 903
Other assets		
<b>TOTAL ASSETS</b>	<b>145 496</b>	<b>133 032</b>
<b>LIABILITIES</b>		
Deposits held	14 710	7 877
Creditors and accruals	3 266	3 266
Borrowings and advances	2	2
Provisions	7 231	7 231
Other liabilities		
<b>TOTAL LIABILITIES</b>	<b>25 209</b>	<b>18 376</b>
<b>NET ASSETS</b>	<b>120 287</b>	<b>114 656</b>
<b>EQUITY</b>		
Capital		
Opening balance	130 412	133 030
Equity injections/withdrawals	2 618	640
Reserves	535	535
Accumulated funds		
Opening balance	- 5 396	- 13 278
Current year surplus(+)/deficit(-)	- 7 882	- 6 271
Accounting policy changes and corrections		
<b>TOTAL EQUITY</b>	<b>120 287</b>	<b>114 656</b>

## Cash Flow Statement

	2006-07 Estimate	2007-08 Budget
	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Operating receipts</b>		
Taxes received		
Grants and subsidies received		
Current	15 208	11 960
Capital		
Receipts from sales of goods and services		
Output revenue received	97 320	98 370
Other agency receipts	3 832	2 924
Interest received	675	500
<b>Total operating receipts</b>	<b>117 035</b>	<b>113 754</b>
<b>Operating payments</b>		
Payments to employees	49 193	47 721
Payments for goods and services	44 107	41 833
Grants and subsidies paid		
Current	17 077	17 029
Capital	300	301
Community service obligations	7 834	7 915
Interest paid	675	500
<b>Total operating payments</b>	<b>119 186</b>	<b>115 299</b>
<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>- 2 151</b>	<b>- 1 545</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Investing receipts</b>		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
<b>Total investing receipts</b>		
<b>Investing payments</b>		
Purchases of assets	520	640
Advances and investing payments		
<b>Total investing payments</b>	<b>520</b>	<b>640</b>
<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>- 520</b>	<b>- 640</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Financing receipts</b>		
Proceeds of borrowings		
Deposits received	- 1 076	- 6 833
Equity injections		
Capital Appropriation	520	640
Other equity injections		
<b>Total financing receipts</b>	<b>- 556</b>	<b>- 6 193</b>
<b>Financing payments</b>		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
<b>Total financing payments</b>		
<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>- 556</b>	<b>- 6 193</b>
Net increase(+)/decrease(-) in cash held	- 3 227	- 8 378
Cash at beginning of financial year	24 073	20 846
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>20 846</b>	<b>12 468</b>