



Northern
Territory
Government

DEPARTMENT OF PRIMARY INDUSTRY AND FISHERIES

Annual Report 2013–2014



ACKNOWLEDGEMENTS

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PURPOSE OF THE ANNUAL REPORT

The Annual Report describes the achievements, performance and priorities of the department's staff during 2013–14. It also corroborates our mission to work with our partners to stimulate and sustain economic development throughout the Territory.

As such, the report provides an account of the department's functions and responsibilities, resource use and outputs, fiscal management and performance against budget, to inform Parliament, industry stakeholders, staff and other Territorians.

Storm over Pigeon Hole
brings wet season rains.

DEPARTMENT OF PRIMARY INDUSTRY AND FISHERIES

2013–14 Annual Report





Chief Executive

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The Hon Willem Westra van Holthe MLA
Minister for Primary Industry and Fisheries
Parliament House
DARWIN NT 0800

Dear Minister

I am pleased to present you with the Annual Report for the Department of Primary Industry and Fisheries for the year ended 30 June 2014. The report describes the operational performance and key achievements of each of the department's output groups, pursuant to section 28 of the *Public Sector Employment and Management Act*.

I advise in respect to my duties as Accountable Officer, to the best of my knowledge and belief that:

- a) proper records of all transaction affecting the agency are kept and that employees under their control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and Treasurer's Directions;
- b) procedures within the agency afford proper internal control and a current description of such procedures is recorded in the accounting and property manual which has been prepared in accordance with the requirements of the *Financial Management Act*;
- c) no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists;
- d) the internal audit function was substantially re-established during the period in accordance with the requirements of section 15 of the *Financial Management Act*, and the results of two internal audits were reported to me;
- e) the financial statements included in the Annual Report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions.

Yours sincerely

ALISTER TRIER
Chief Executive

28 August 2014

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Chapter Introduction and Overview



Chief Executive's Message

In 2013–14, the Department of Primary Industry and Fisheries (DPIF) continued to play its unique and essential role to ensure delivery on the priorities of Government for Territorians. DPIF activities under the Industry Development Plan 2013–2017 are aligned with the Northern Territory Government's *Framing the Future* vision to develop Northern Australia through: food and fibre industry development; plant, animal and aquatic research; investment facilitation; and market and enterprise development. Effective biosecurity ensures quality assurance and sustainability for industries and stakeholders.

The department has responded to a growing focus on food safety through ensuring integrity in our animal health systems and thoroughly investigating mechanisms to increase quality assurance in our horticultural sector.

The Territory's *Animal Welfare Act* is being updated, as animal welfare is a front and centre issue that must be an integral part of everyone's everyday business.

The department also works in market development. This was reinforced by an additional \$300,000 in ongoing funding that saw the establishment of the Live Animal Export Market Development Unit.

2013–14 was a record year for the Territory's live cattle export industry with over 300,000 head of cattle exported through the Port of Darwin. Indonesia remained the NT's largest export market with 79% of market share, followed by the Vietnamese market which has seen a dramatic increase over the last two years. Diversification and growth of the live export market continued into 2014 with the finalisation of a new health protocol for feeder and slaughter buffalo into Vietnam and the commencement of trade.

Building on the department's strong record of serving industry with effective research, extension and product integrity services, a more integrated strategic approach to food industry development has been a focus in 2013–14. This concentration has included enterprise development and resilience, market analysis and development and investment attraction across our sectors. The 2014–15 Budget included \$1 million over two years to establish a Food Industry Development Group to drive economic growth through agricultural development activities.

Targeted extension activities also continue in agriculture, with mango, melon and Asian vegetable growers having gained insight into areas of pest and disease management, crop productivity and sustainable practices. An important long term study has begun that will lead to mango growers being able to reliably manipulate the harvest window to provide high quality fruit to the domestic and export markets for a longer period of time.

Biosecurity efforts were highlighted with the establishment of the National Banana Freckle Response Program, that story is told in more detail later in this Report.

The Ord cross border legislation study has been completed. This was jointly funded by the WA, Commonwealth and NT Governments under the Memorandum of Understanding to facilitate extension of the Ord irrigation scheme into the Territory. The Ord Stage 3 native title negotiations with the Northern Land Council have commenced.

The Territory is one of a few places in the world where fisheries are under utilised, although in terms of catch volume, Territory fisheries will never be big by world standards. Therefore the focus is on getting market recognition of quality in terms of superior seafood products that live in pristine waters and are ecologically sustainable.

Maximising these opportunities for fishing and aquaculture industries will take a coordinated effort: government agencies and industry must work in unison. The department needs to reduce unnecessary red tape and put efficient management systems in place that will ensure continued ecological sustainability and provide long term certainty around access. It is this framework that will allow industry to do what it does best, to develop markets and to be innovative. And when this is achieved, the turnaround in fishery performance can be dramatic. One such example in the demersal fishery was the introduction of a new individual transferable quota management framework. It increased catches of red snapper twofold and with industry then able to focus on improving its operating efficiencies and product quality, prices have more than doubled.

The department has undertaken a strategic review of its aquaculture program including the operation and future role of the Darwin Aquaculture Centre to ensure continued development of the aquaculture industry across the NT.

The significance of our fisheries to Indigenous communities also remains an ongoing focus through partnering with communities to develop sea-farming programs in remote locations. The department's capacity building programs for Indigenous marine ranger groups continue to expand. Rangers have an increasing role in fisheries' surveillance and research. These partnerships will continue to grow under the agreements reached as part of the Blue Mud Bay process.

Finally, recreational fishing is an integral part of the Territory lifestyle. Ensuring sustainability and improving access opportunities are both critical to maintaining ongoing fishing quality. An immediate priority is remedying sustainability concerns over some coastal reef fish species. The implementation of new recreational fishing controls will be a focus in the coming year to rebuild these stocks and restore the quality of our reef fishing opportunities to complement our iconic barramundi fishery.

There is another busy year ahead and I continue to look forward to seeing the results of the department's hard work.



ALISTER TRIER

Departmental Overview

BUSINESS UNITS

The department is made up of two divisions: Primary Industry and Fisheries.

The Primary Industry Division comprises five groups:

1. Biosecurity and Product Integrity (page 66)
2. Pastoral Production (page 73)
3. Plant Industries (page 77)
4. Policy and Services (page 80) and
5. Major Economic Projects and the Ord Development Unit (page 82).

The Fisheries Division includes Aquatic Resource Management and Fisheries Development (page 83).

CORPORATE SERVICES

The department's operations are enabled by four areas of corporate services, which also provide support to the Department of Mines and Energy under a shared services agreement. These are:

1. Communications (page 88)
2. Finance (page 89)
3. Human Resources, Risk and Audit (page 90)
4. Information Technology and Information Management (page 92).

EXECUTIVE SERVICES AND REGIONS

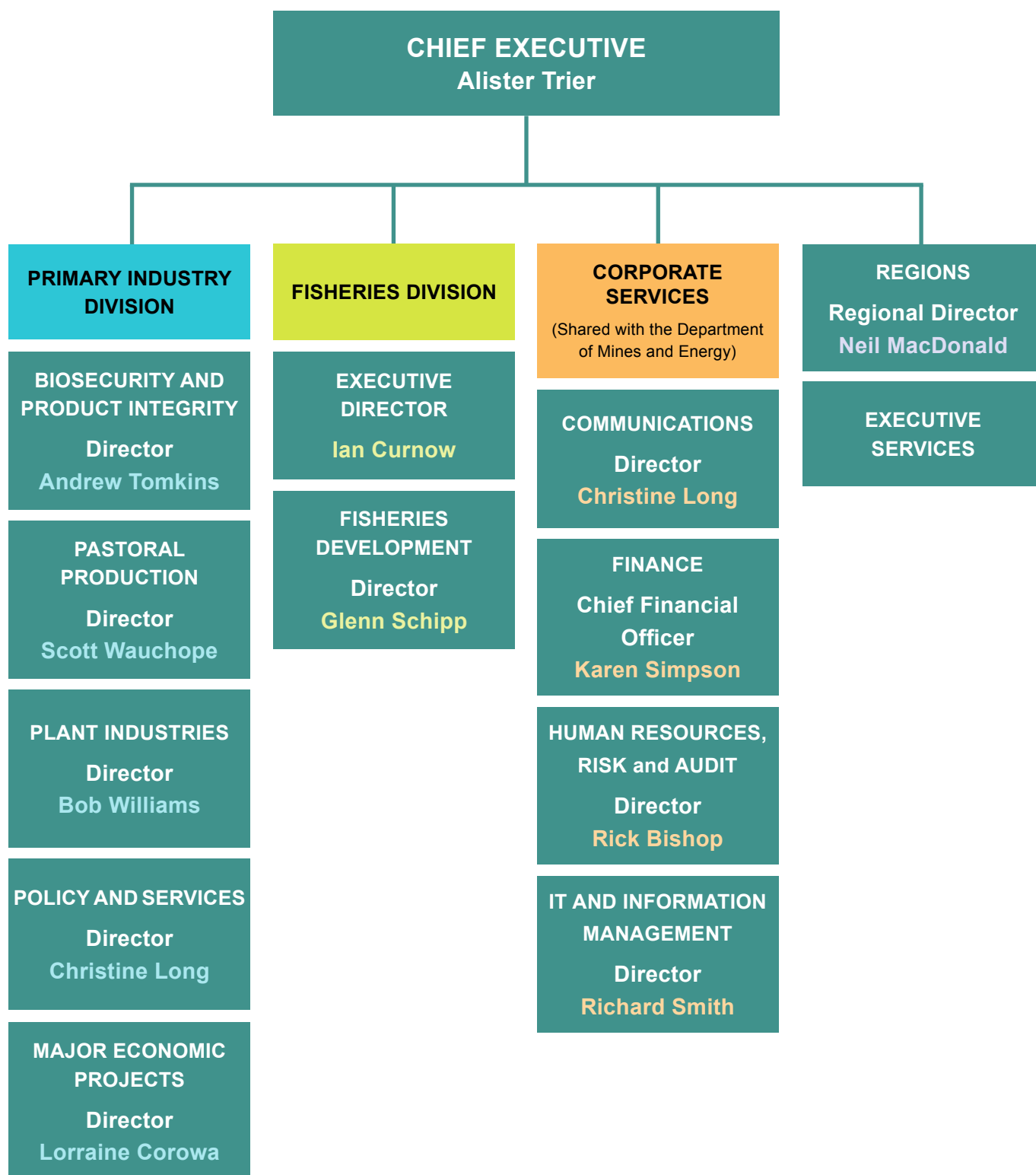
The department has a range of committees that evaluate and monitor particular functions, all of which contribute to good governance and assist the department in meeting its government and corporate responsibilities.

The Executive Management Group (page 28) is assisted by three advisory committees comprising:

1. Risk and Audit Committee (page 34)
2. Information Management Committee (page 35) and
3. Work Health and Safety Steering Committee (page 36).

Executive Services (page 33) provides direct services and advice to the Chief Executive and includes the Business Manager – Primary Industry, the Ministerial Liaison Unit and the Executive Assistant to the Chief Executive.

The department's regional facilities are described on pages 17–22.



Key Industry Sectors: Trends and Analysis

The Northern Territory economy is dominated by the mining and construction sectors. The agriculture, forestry and fishing sector account for 1.8 per cent (see Table 1) of the Territory economy in 2012–13. These industries impact on the economic and social well-being of thousands of owners, managers, employees, service people and families in urban and rural communities, across all Territory regions.

TABLE 1: INDUSTRY SECTOR CONTRIBUTION TO NT GSP, \$ MILLION, 2012–13 (ABS)

SECTOR	VALUE (\$ MILLION)	PERCENTAGE CHANGE	CONTRIBUTION TO GSP (%)
Mining	3 677	7.0%	19.5%
Construction	2 787	25.2%	14.8%
Public administration and safety	1 741	15.8%	9.2%
Health care and social assistance	1 218	16.8%	6.5%
Manufacturing	1 036	-14.7%	5.5%
Rental, hiring and real estate services (a)	937	49.2%	5.0%
Transport, postal and warehousing	820	18.5%	4.3%
Education and training	718	14.7%	3.8%
Retail trade	634	7.3%	3.4%
Professional, scientific and technical services	615	17.6%	3.3%
Financial and insurance services	493	-10.7%	2.6%
Administrative and support services	428	60.9%	2.3%
Accommodation and food services	369	-1.9%	2.0%
Agriculture, forestry and fishing	347	-27.7%	1.8%
Other services	296	-4.2%	1.6%
Wholesale trade	289	-1.7%	1.5%
Electricity, gas, water and waste services	234	25.1%	1.2%
Information media and telecommunications	217	-4.0%	1.2%
Arts and recreation services	214	10.9%	1.1%

(a) Excludes ownership of dwellings

Source: ABS Cat No. 5220.0

AGRICULTURE, FORESTRY AND FISHING

The agriculture, forestry and fishing industries are capital intensive. Growth patterns over the last two decades have seen the sector expand along with the NT economy. Industry trends show that after a period of decrease in the early 2000s, the agriculture, forestry and fishing sector contributions to the Territory economy expanded, initially in early 2005–06 (see Figure 1) due to the cattle industry, and more recently horticulture.

FIGURE 1: AGRICULTURE, FORESTRY AND FISHING SECTOR CONTRIBUTION TO THE NT ECONOMY (ABS)



Source: ABS Cat No. 5220.0

EMPLOYMENT

Table 2 (below) shows almost 2.5 per cent of the NT workforce (full-time and part-time) is employed in agriculture, forestry and fishing. The vast majority of jobs are located in the rural and remote areas of the NT and provide employment opportunities in the Territory's regional economies.

TABLE 2: EMPLOYMENT BY SECTOR 2012–13 (ABS)

SECTOR	FULL-TIME	PART-TIME	TOTAL	% OF TOTAL EMPLOYMENT
Public administration and safety	15 889	1 719	17 608	14.1%
Health care and social assistance	12 162	3 229	15 391	12.3%
Construction	12 393	1 071	13 464	10.7%
Education and training	9 111	2 241	11 352	9.1%
Retail trade	6 179	4 463	10 642	8.5%
Accommodation and food services	4 886	3 348	8 234	6.6%
Transport, postal and warehousing	6 006	831	6 837	5.5%
Professional, scientific and technical services	5 459	1 009	6 469	5.2%
Other services	4 024	1 006	5 030	4.0%
Mining	4 709	138	4 848	3.9%
Administrative and support services	3 090	895	3 985	3.2%
Manufacturing	3 551	362	3 913	3.1%
Arts and recreation services	2 456	880	3 337	2.7%
Agriculture, Forestry and Fishing	2 789	323	3 111	2.5%
Wholesale trade	2 800	111	2 910	2.3%
Rental, hiring and real estate services	2 155	362	2 517	2.0%
Electricity, gas, water and waste services	2 039	204	2 243	1.8%
Information media and telecommunications	1 355	458	1 813	1.4%
Financial and insurance services	1 289	319	1 607	1.3%
Total Average Employment	102 342	22 969	125 311	

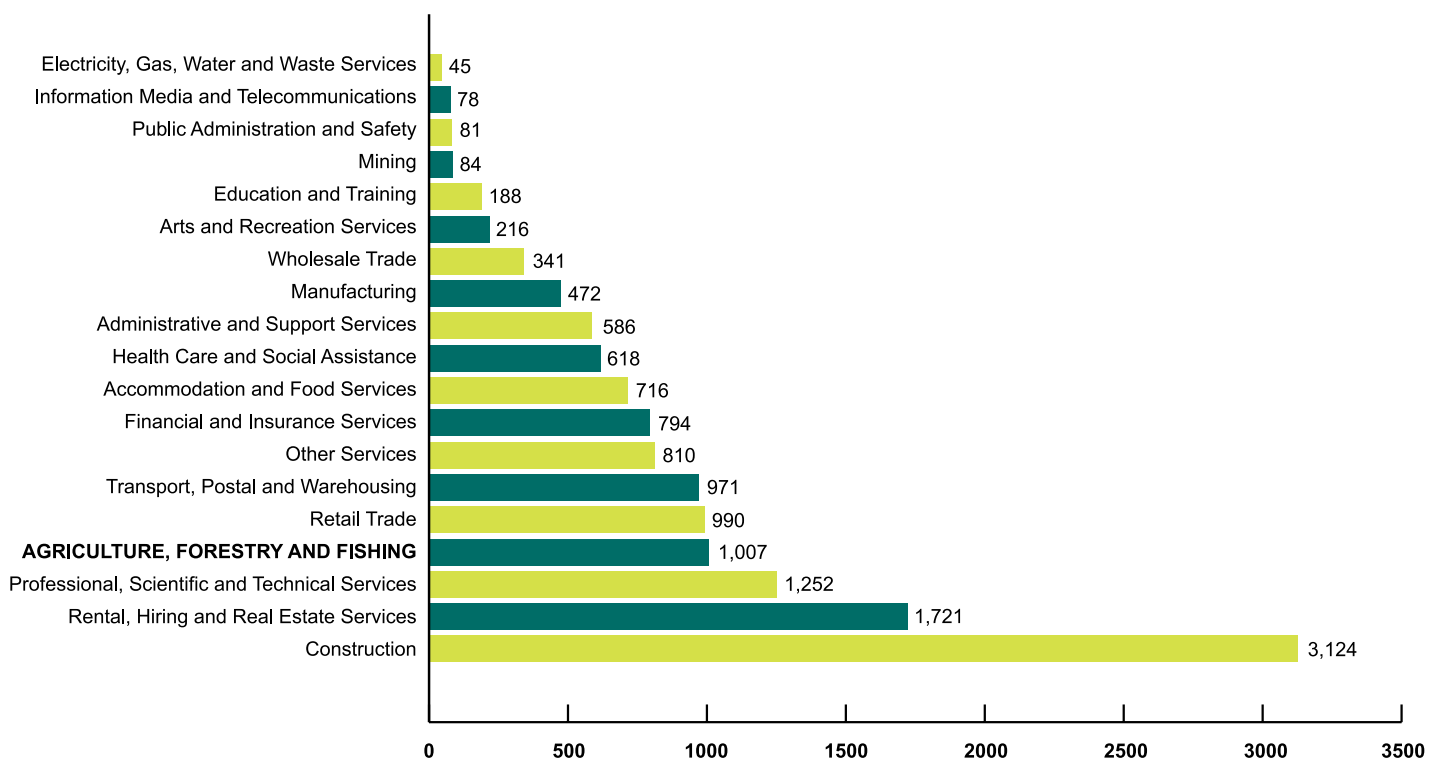
Source: ABS Cat No. 6291.0

BUSINESSES

Figure 2 (below) shows 1 007 NT businesses engaged in agriculture, forestry and fishing in June 2011, which is the fourth largest sector (by business count) in the NT economy.

The agriculture, forestry and fishing sector is represented by 318 employing businesses or 5.6 per cent of total employing Territory businesses as at June 2012. In contrast the agriculture, forestry and fishing sector has 689 non-employed businesses representing 7.7 per cent of the total non-employed business in the NT reflecting a high proportion of independently owned/family owned and run business ventures.

FIGURE 2: NUMBER OF NT BUSINESSES BY SECTOR, 2012–13 (ABS)



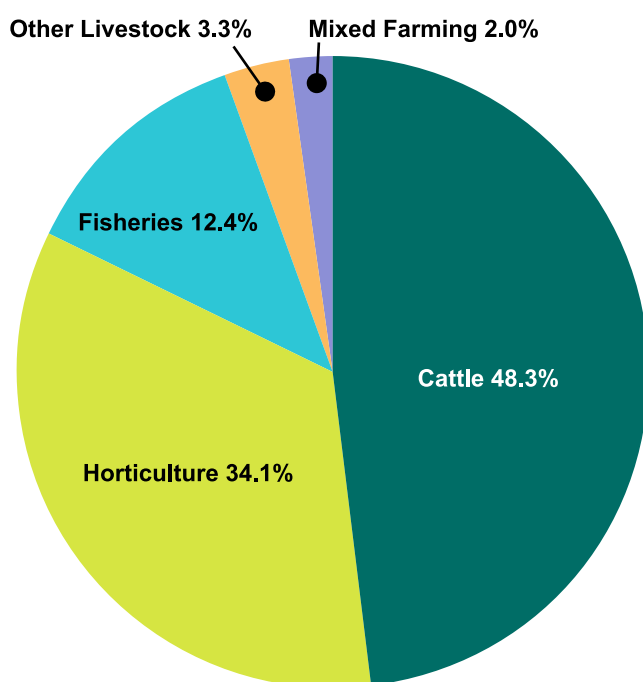
Source: ABS Cat. No. 8161.0 – Counts of Australian Businesses, Jun 2007 to Jun 2012

PRIMARY INDUSTRY AND FISHERIES

The rural industries in the Northern Territory include cattle, other livestock (crocodiles, buffalo, horses, camels, and goats), horticulture (fruit, vegetables, nursery and cut flowers) and mixed farming (field crops, hay, and forestry).

The NT fisheries industry includes harvesting of wild fish in NT waters, harvesting prawns in the NT Zone of the Northern Prawn Fishery, and aquaculture. This includes a substantial recreational fishing sector generating tourism activity and lifestyle amenity.

FIGURE 3: CONTRIBUTION OF INDUSTRY TO SECTOR PRODUCTION VALUE, 2012–13 (DPIF)



Source: Department of Primary Industry and Fisheries Economic Data Collections

In 2012–13 the department estimates the agriculture, forestry and fishing sector was valued at \$636.6 million, which is a decrease of 1.1 per cent from 2011–12. The sector is forecast to fall a further 7.5 per cent to \$589.0 million in 2013–14 mainly due to an expected decrease in the horticulture sector, mostly mangoes and vegetables, returning to normal production values.

The beef cattle industry decreased in value by 6.3 per cent to \$307.4 million in 2012–13, with a 6.6 per cent decrease in the value of live cattle exports. The live export trade to Indonesia continues rebuilding after challenging policy decisions in both Indonesia and Australia. The department projects the cattle industry contributing \$310.1 million in 2013–14.

The horticulture industry increased 9.3 per cent in value to \$216.8 million, in 2012–13, with vegetables the main contributor.

Mixed farming (field crops) decreased in value by 11.3 per cent to \$13.0 million in 2012–13, with increases forecasted for 2013–14 to \$13.4 million due to increased hay/fodder demand as the Indonesian live cattle export trade rebuilds.

The fisheries industry fell by 1.9 per cent to \$78.7 million in 2012–13, with decreases in the value of crustaceans (both NT and Northern Prawn Fishery catches) and in the value for molluscs and echinoderms. These were offset by increases in the value of wild catch fish and aquaculture.

TABLE 3: NORTHERN TERRITORY PRIMARY INDUSTRY AND FISHERIES VALUE OF PRODUCTION (\$M) (DPIF)

VALUE OF NT HORTICULTURE	2010–11	2011–12	2012–13	2013–14f	2014–15f
Mangoes	45.4	80.0	69.4	44.8	46.1
Table Grapes	1.6	6.5	1.7	1.7	1.8
Bananas	4.3	11.4	5.4	5.6	5.7
Melons	46.4	59.7	63.7	65.6	67.6
Other fruits	1.2	3.5	0.6	0.6	0.6
Vegetables	22.6	20.7	59.9	27.7	28.5
Nursery and Cut Flowers	17.2	16.7	16.2	16.6	17.1
Total	138.7	198.4	216.8	162.6	167.5

VALUE OF NT FISHERIES	2010–11	2011–12	2012–13	2013–14f	2014–15f
Fish	24.6	25.7	27.7	28.6	29.4
Crustaceans	7.8	8.2	6.4	6.5	6.7
Aquaculture	26.6	17.2	25.3	26.1	26.8
Molluscs and Echinoderms	0.2	0.2	0.01	0.0	0.0
Total NT Fisheries	59.2	51.3	59.4	61.2	63.0
Crustaceans – NPF ⁽²⁾	17.4	28.9	19.3	20.2	21.0
Total Fisheries	76.6	80.2	78.7	81.3	84.0

VALUE OF NT CATTLE, OTHER LIVESTOCK AND MIXED FARMING	2010–11	2011–12	2012–13	2013–14f	2014–15f
Cattle	325.2	328.1	307.4	310.1	322.6
Other Livestock	10.7	22.5	20.8	21.5	22.2
Field crops	19.0	14.6	13.0	13.4	13.8
Forestry ⁽³⁾	0.0	0.0	0.0	0.0	0.0
Total	354.8	365.2	341.2	345.1	358.6

TOTAL NT RURAL INDUSTRIES AND FISHERIES	2010–11	2011–12	2012–13	2013–14f	2014–15f
Horticulture	138.7	198.4	216.8	162.6	167.5
Fisheries ⁽⁴⁾	76.6	80.2	78.7	81.3	84.0
Cattle	325.2	328.1	307.4	310.1	322.6
Other Livestock	10.7	22.5	20.8	21.5	22.2
Field crops	19.0	14.6	13.0	13.4	13.8
Forestry	0.0	0.0	0.0	0.0	0.0
Grand Total	570.2	643.9	636.6	589.0	610.1

Source: Northern Territory Rural Industries and Fisheries Economic Outlook 2014

Data explanatory notes

1. f = forecast
2. NPF = Northern Prawn Fishery
3. Forestry figures are excluded due to insufficient data to accurately determine a value of production
4. Includes NPF (Commonwealth managed fishery, with zones for WA, NT and QLD)

Forecasting notes

Forecasts for mangoes, bananas and other fruits are based on average annual yields. Recent production has been higher than average due to good seasons.

Table grape forecast is conservative due to adverse seasonal conditions impacting on existing farms.

Vegetable production increase in 2012–13 was stimulated by excess demand. 2013–14 forecasts are based on a return to average annual values of production.

Primary Industry and Fisheries' Offices and Regional Facilities

ARID ZONE RESEARCH INSTITUTE

The department's headquarters in Central Australia is the Arid Zone Research Institute (AZRI). AZRI also houses staff of the Department of Mines and Energy, the Department of Land Resource Management and the Parks and Wildlife Commission of the NT.

Primary Industry staff are responsible for advancing regional research and development and promoting primary industry initiatives and programs to encourage economic growth, with a regional focus on research support and extension for the pastoral and horticultural industries.

AZRI's facilities include a library, intensive horticultural research plots, quarantine facilities and paddocks for small cattle herds. Infrastructure to enable the use of recycled wastewater from Alice Springs and underground water banking for a horticultural research block is in the process of completion. Other facilities include laboratories and work areas, glass houses, cool rooms and farming equipment.



BEATRICE HILL FARM

Beatrice Hill Farm (BHF) is located at Middle Point near the Adelaide River on the Arnhem Highway.

The primary functions of the farm include developing best management practices for cattle and buffalo production systems, as well as ensuring continued, sustainable utilisation of floodplains.

The only buffalo research program in Australia is based at the farm. The buffalo program has concentrated on developing a Riverine Buffalo breeding herd through a cross breeding program using Riverine animals imported from the United States and an artificial breeding program using imported Italian Riverine dairy buffalo semen. Riverine buffalo can successfully cross breed with the local swamp animals to produce improved growth rates, and are suitable for both meat production and dairying.

Cattle projects include the National Arbovirus Monitoring Project and breeder herd efficiencies of Composite breeder cattle compared to Brahman breeder cattle.



BERRIMAH FARM

Berrimah Farm (BF) is the headquarters for the Department of Primary Industries and Fisheries. It is also a working farm covering an area of approximately 175 hectares located at Berrimah between Darwin and Palmerston.



The current farm infrastructure includes grazing paddocks for cattle, paddock areas for horticultural and agricultural field trials, plant growing mist and shade house facilities, and farm and heavy equipment storage sheds.

The farm also houses veterinary, fisheries, agricultural, chemistry, tissue culture, horticultural post-harvest and water testing laboratories. These laboratories facilitate the provision of specialist research and diagnostic services to industry and the community.

In recent years the farm footprint has been reduced in area with the Tiger Brennan Drive road development. Into the future, Berrimah Farm will continue to be the department's headquarters, although it is proposed the site be developed into a science precinct with laboratories for two or more agencies. The remainder of farm land will be redeveloped for commercial and other purposes.



COASTAL PLAINS RESEARCH FARM

Coastal Plains Research Farm (CPRF) is the Northern Territory's principal horticultural research farm in the Darwin Region. It comprises 140 hectares and is located at Middle Point, near Fogg Dam in the Darwin Rural Area.

Research, development and extension projects conducted at CPRF are relevant to all sectors of the horticultural industry in the Top End.

Current research projects include evaluation of new national mango breeding program varieties, rambutan varieties and production methods, passionfruit varieties, jackfruit varieties and production and testing banana varieties for Tropical Race 4 Panama disease (TR4) resistance.

CPRF also has national significance as a site for tropical horticultural research. It has played a role in the national mango breeding program, evaluation for cocoa; testing potential of new tropical horticultural crops, and is the only secure banana TR4 disease resistance testing facility in Australia.

DARWIN AQUACULTURE CENTRE

The Darwin Aquaculture Centre, located on Channel Island in Darwin Harbour, is a research and development facility dedicated to supporting the Territory's aquaculture industry.

The research program focuses on tropical marine aquaculture and has specific areas dedicated to fish, molluscs, echinoderms, crustaceans, algae, live feeds and environmental control work, in addition to a large dry laboratory, office, workshop and store.

A bank of self-cleaning sand filters maintains a supply of suitable sea water all year, a rare commodity from a tropical estuarine environment.

In 2000, the centre was expanded with the addition of a commercial barramundi fingerling production facility capable of producing more than one million advanced fingerlings a year.

In recent years the centre has also been shared by industry tenants seeking to undertake their own research and development. It is expected that this

aspect of the centre's operation will increase in coming years as more businesses take up space within and adjacent to the facility.



DOUGLAS DALY RESEARCH FARM

The Douglas Daly Research Farm (DDRF) is a mixed farming research and demonstration facility located in the Douglas Daly region. The farm comprises 3100 hectares of land and is located 220 km southwest of Darwin.



Beef cattle production from improved pasture production systems and potential irrigated agricultural production have been the primary focus of the Research Farm over recent years. Facilities include areas for research into pasture, cattle, hay, crop, and centre pivot irrigation.

DDRF is used by the department and collaborators to provide research, development and extension services to pastoral and mixed farming producers in the Katherine Daly and Top End regions. As interest increases in the diversification of pastoral land into intensified agricultural production, DDRF is considered a key research facility to investigate new cropping and farming systems being located in an area with high prospects for primary industry development into the future.

DDRF is the focal point for regional development for the Douglas Daly Region. As well as the farm facility and accommodation for staff, it also has primary school facilities for the local community.

KATHERINE RESEARCH STATION

The Katherine Research Station (KRS) is the hub for delivery of the department's services in the Katherine Region. The station complex provides the department's regional office accommodation, laboratories, glass houses, cool rooms, animal housing and animal handling facilities and other farm infrastructure required for agricultural projects including:

- Secure paddocks and land for intensive cattle, pasture, horticulture, forestry, crop and weed control research, demonstration and extension projects.
- Centre pivot, lateral move and drip tape irrigation facilities.
- Cattle feedlot facilities.
- Large bird protection cage for small plot cropping trials.
- Farm equipment, workshop facilities, and other infrastructure required for the delivery of services.

The Katherine Region is considered to be very prospective for future primary industry development in the Northern Territory, as soils and rainfall in



this area are suitable for more intensive cattle and agricultural production, including irrigated cropping and horticulture. The region is also well placed to supply growing export markets in Asia.

OLD MAN PLAINS RESEARCH STATION

Old Man Plains Research Station (OMP) provides the rangelands, cattle and facilities required as the base for research, development and extension programs to ensure profitable, sustainable grazing systems are available and used in central Australia.

OMP is located on part of the Owen Springs Pastoral lease close to Alice Springs and comprises 522 square kilometres of rangelands.

The station is utilised by the department and collaborators to provide research, development and extension services to the central Australian pastoral industry, including training for Indigenous pastoral industry members.

Current projects being conducted include evaluating stocking rate and pasture spelling systems, herd improvement using objective selection and assessing the potential for producing Meat Standards Australia (MSA) graded beef.

Using this portion of Owen Springs for research provides the pastoral industry in arid areas with sound guides to long term viability while also preserving the health and diversity of rangeland ecosystems.



TENNANT CREEK REGIONAL OFFICE

The department's Tennant Creek office leads the development of primary industry in this region.

Livestock biosecurity officers are responsible for delivering a wide range of animal health services to facilitate domestic and international livestock market access. They are involved in a number of national programs to promote and protect Australia's excellent livestock health status.

Pastoral Production staff also undertake research projects, provide assistance with extension and educational programs, and maintain face to face contact with the industry.

Research includes animal production, sustainable rangeland management and diversification options relevant to the pastoral industry. Research trials take place on commercial cattle stations and produce significant industry interest and involvement.



VICTORIA RIVER RESEARCH STATION

The Victoria River Research Station (VRRS), located on the Wambardi Aboriginal Land Trust at Kidman Springs in the Victoria River District, is the Northern Territory's principal pastoral research station. It is nationally significant as a semi-arid tropical rangeland and cattle production research site.

The station is 314 km² in area, and provides the rangelands, cattle and farm facilities for research, development, and extension programs aimed at developing profitable and sustainable grazing systems for the Territory's pastoral industry.

VRRS is managed as a breeding operation with most progeny being transported to Douglas Daly Research Farm following weaning. Currently, approximately 700 breeder cattle run at VRRS. The Kidman Springs

Best Bet Management System for managing cattle breeder herds in the NT has been instrumental in achieving substantial productivity gains in the northern cattle industry over the past 20 years. Recent research has centred on a genetic improvement program for improved productivity and market suitability without impeding the hardiness required for tropical semi-arid production.

Shruburn, a long term fire project in excess of twenty years continues to be conducted on the facility and as the only one of its kind on grazed savannahs in the world, it is considered to be internationally significant.



Chapter

Corporate Governance



Cattle at Kidman Springs

Introduction

The department works hard to achieve good corporate governance in order that its stakeholders have confidence in the decisions and actions that are taken to achieve its objectives.

The department's risk management strategy ensures the high performance and delivery of services and programs, and that it conforms to the laws, regulations, standards and community expectations of probity, accountability and openness.

Specifically the department ensures:

- The style of leadership sets the culture of the organisation which is critical in achieving good governance
- The department and its employees are accountable, accept responsibility, and are open to scrutiny from external sources for their decisions and actions
- Staff are expected to act with integrity, to be honest, and straightforward as well as objective in their dealings and stewardship of public funds and resources
- The stakeholders of the department have confidence in its decision-making capabilities and management of priorities
- The department ensures maximum efficiency, and makes the best use of resources to deliver its priorities
- Staff manage so that the capacity of the department to serve government and the public interest is maintained or improved over time.

Organisational Governance

The governance structure for the department is explained in the following notes:

1. The Minister is appointed by the Administrator under the *Self Government Act*.
2. The Chief Executive is appointed by the Minister of the day and is responsible for the department.
3. The department's priority is to serve the government of the day.
4. The Executive Management Group (EMG) consists of all Directors in the department. The EMG provides strategic direction, coordinates the activities of the department and approves policies and procedures. EMG members are listed from page 28.
5. Departmental plans also provide strategic direction: the Industry Development Plan 2013–2017 (access at <http://www.nt.gov.au/d/>), the Corporate Plan 2013–2017 on page 27, and the People Plan 2014–2017, page 49.
6. The Administrator has the authority to declare the powers and functions of the department through the Administrative Arrangements Order. The statutory responsibilities as per this Order are described on page 43.
7. Further information on the divisions and groups within the department are provided in the performance reports from page 64 onwards.
8. Community, industry and other stakeholders including other government departments, provide input into a wide variety of decision making at all levels.
9. There are internal committees that report to the EMG and/or the Chief Executive of a regular basis: the Risk and Audit Committee is found on page 34, the Information Management Committee on page 35, the Work Health and Safety Steering Committee is on page 36.
10. The Veterinary Board is established by the *Veterinarians Act* as an independent body that provides advice and industry review mechanisms. Its activities are described on page 37.

Policies, Protocols, Guidelines and Procedures

The department maintains a comprehensive set of policies, protocols, guidelines and procedures as part of its corporate governance framework. They cover a range of different business activities including Work Health and Safety, Human Resources, Information Management, Risk Management, Communications, Asset Management and Finance. These help ensure regulatory compliance and staff accountability.

Regular reviews are undertaken to make sure the documents align with the department's governance framework, comply with legislation and other government policies, and to monitor the effectiveness of the controls in place to address the strategic and operational risks that arise from time to time.

This year the department moved all of its policies, protocols, guidelines and procedures to a SharePoint platform in an effort to improve document review processes, enhance the regularity of updates, and make the department's electronic Service Centre the single source for up-to-date corporate information.

Primary industries and fisheries contribute more than half a billion dollars annually to the Northern Territory economy. Demand for food in Asian markets to our north is forecast to grow strongly, providing increasing opportunities for expansion, development and new investment in our primary industries and fisheries.

With a strong record of serving our industry sectors with effective research, extension and product integrity assurance services, our challenge as a department is to work with our industry partners to convert these opportunities into profitable and sustainable development, thereby growing our industries, regions, the Northern Territory and northern Australia. This will require providing certainty and security to encourage investment, facilitating continuous improvement in production quantity and quality and expanding market options for Northern Territory products.

Our department is focussed on innovation, flexibility, client service and continuous improvement. Our skilled, experienced and professional people strive for the right balance of research, development and regulation to underpin the profitable and sustainable growth of the Northern Territory's primary industries and fisheries.

Our Vision

A flourishing economy underpinned by profitable and sustainable primary industries and fisheries.

Our Mission

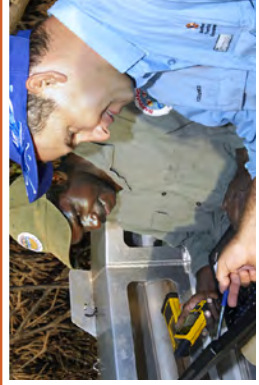
To work with our partners to stimulate and sustain the development of primary industries and fisheries throughout the Territory and northern Australia.

Our Values

Commitment to service, ethical practice, respect, accountability, impartiality and diversity.



Photo courtesy of the NT Seafood Council



Our Work

- Supports the economic growth and viability of existing and emerging primary industries.
- Secures community trust and increased awareness of primary production and its benefits for the Northern Territory.
- Protects the reputation of the Northern Territory as a producer of quality primary produce.
- Increases opportunities for Aboriginal Territorians in our primary industries and fisheries.

Our People

- Directly contribute to sustainable industry development.
- Support team excellence and celebrate achievement with strong leadership.
- Maintain the highest standards of public sector governance in accordance with community expectations.
- Meet our future challenges with capability and adaptability.
- Passionate and central to our success, diverse from many backgrounds.
- Culturally sensitive with an Indigenous employment and business development focus.
- Prioritise the safety and wellbeing of everyone in our working environment.
- Maintain relationships through proactively communicating with stakeholders.
- Lead the way in client service and continuous improvement.

Executive Management Group

The Executive Management Group (EMG) is chaired by the Chief Executive and members include all Directors. EMG reviewed its operations in 2013–14 and a decision was made to move to a quarterly meeting program to deal with more strategic issues, with the weekly Directors meetings allowing an opportunity for regular review of business operations. The EMG met three times during the year and considered a range of issues from Risk Management and Work Health and Safety strategies to the format of group business plans, so there is consistency across the department.

The department's managers convey the outcomes from these meetings to staff as appropriate. The Chief Executive also produces a newsletter which is emailed to all staff and posted on the Intranet. The Chief Executive's newsletter keeps staff updated on departmental issues, regional events, staff movements and policy changes.

The role of the EMG includes:

- Providing a forum to coordinate activities
- Allowing the Chief Executive to provide strategic direction to Directors
- Prioritising attention to meet the objectives of the Corporate Plan 2013–2017, the People Plan 2014–17 and other government directions, such as the Industry Development Plan 2013–17
- Providing an opportunity for each group to formally communicate achievements, critical issues, policy changes and human resources issues
- Approving internal policies and procedures.



Alister Trier
CHIEF EXECUTIVE

The career of Alister Trier includes operational management, marketing, and strategic development, gained primarily in the international trade and pastoral sectors. This has included involvement with various agricultural and business development projects across Northern Australia, the Middle East and South East Asia.

He commenced in the Northern Territory Government in 2002 in the field of Indigenous Economic Development before being appointed as Director Pastoral Production with the role of facilitating the development of the Northern Pastoral Industry.

In July 2009, he was appointed to the position of Executive Director Minerals and Energy in the Department of Resources.

With his strong background in areas of primary industry, in September 2012, Alister was appointed to the position of Chief Executive of the Department of Primary Industry and Fisheries.



Andrew Tomkins

DIRECTOR BIOSECURITY AND PRODUCT INTEGRITY

Andrew lived in the United Kingdom before beginning his career in New Zealand, first as a research scientist working for the Ministry of Agriculture and Fisheries and then as a horticultural entomologist for HortResearch. After moving to Australia, he managed row crop protection research and development in New South Wales, then state wide plant biosecurity operations. Later he was a senior policy plant biosecurity officer in Victoria before joining the Territory Government in 2010.

Andrew holds a B Hort Sc (1st class Hons) and a PhD (Horticultural Entomology) both from Lincoln College and a Postgraduate Diploma in Business Management studies from the Waikato University, New Zealand.



Scott Wauchope

DIRECTOR PASTORAL PRODUCTION

Scott has lived in the Territory for more than 30 years; he completed his schooling in Alice Springs before moving to South Australia to complete a Bachelor of Applied Science in Agriculture at Roseworthy Agricultural College. In 1996, Scott completed the Graduate Certificate in Public Sector Management.

Scott commenced his career with the Northern Territory Government as a Soil Conservation Officer in 1989, working in the Katherine region. Since then Scott has lived and worked in the rangelands in the Northern Territory and Western Australia, working with the pastoral industry in natural resource management of both arid and semi-arid tropical environments.

Scott has held a number of management positions in the Northern Territory and Western Australian Governments and commenced with the Department of Primary Industry and Fisheries in 2009 as the Director Pastoral Production.



Bob Williams

DIRECTOR PLANT INDUSTRIES

Bob joined the department in 2010 from north Queensland where he was a Program Manager in Tropical Production Systems of Horticulture and Forestry Science for 19 years. Bob's focus is to work with industry to build and expand the profitability and sustainability of plant industries through research, development and targeted capacity building activities.

He is currently the Australian delegate on Bioversity International – banana program and the Tropical Fruit Network of the Food and Agriculture Organisation (United Nations) sub-committee of Commodities with Common Problems.



Christine Long

**DIRECTOR POLICY – PRIMARY INDUSTRIES
DIRECTOR COMMUNICATIONS**

Prior to joining the department in 2005, Christine worked in several key development agencies, including in the areas of land administration, land use planning, land development, transport and natural resource management policy. Christine came to Darwin in the late 1980s, to work for the CSIRO Division of Horticulture on cashew and mango research and joined the Northern Territory Public Sector in 1990.

Christine has degrees in Agricultural Science, Economics and a Masters in Public Sector Leadership. She is currently completing a Masters in Economic and Regional Development.



Lorraine Corowa

**DIRECTOR MAJOR ECONOMIC PROJECTS
DIRECTOR ORD DEVELOPMENT**

Lorraine has worked in development focused positions within the Northern Territory Government for 27 years. Her roles in Power and Water, Business and Industry Development, Land Development and Regional and Indigenous Economic Development provide the foundation for Lorraine's current work facilitating investment in agribusiness.

Lorraine joined the department in 2010 to facilitate investment in a new abattoir (due to open in September 2014) as well as expansion of the Ord Irrigation Scheme into the Territory. Lorraine's work now includes agribusiness investment attraction and agricultural precinct development in addition to oversight of economic services to the department. Lorraine has a Master of International Management, a Bachelor of Business, sits on the NT Committee of the Australian Institute of Company Directors and is a Board Member of the Rotary Club of Darwin Sunrise.



Ian Curnow

EXECUTIVE DIRECTOR FISHERIES

Ian was born in Canberra and has a degree in natural resource management. He joined the Fisheries Division upon moving from Western Australia in May 2008. He has nearly 30 years' experience in federal and state government across a range of policy and program areas, including 18 years' direct experience in the sustainable management of fisheries.

Ian brings a detailed knowledge and understanding of public policy, governance and the contemporary management of Australian fisheries, encompassing strategic planning, management, and research as well as compliance components.



Glenn Schipp

DIRECTOR FISHERIES DEVELOPMENT

Glenn was born and raised in Wagga Wagga, NSW. He moved to the Territory in 1998 to take on the research role for the newly formed barramundi breeding program. Over the past 25 years he has undertaken a number of roles within and outside of the Northern Territory Government, including managing the aquaculture program. Glenn also conducted research and development of a fish aquaculture project in Hawaii.

Glenn has a Masters in Applied Science (Aquaculture) from the University of Tasmania and moved into his current role in 2008, which gives him responsibility for aquaculture, Aboriginal development and aquatic biosecurity.



Karen Simpson

CHIEF FINANCIAL OFFICER

Karen studied in New South Wales and Queensland before completing an Associate Diploma in Accounting and Business. In 1990, she began working in the budget and financial management sector. From 2007, Karen has continued to be the Honorary Secretary of the Institute of Public Administration Australia.



Rick Bishop

DIRECTOR HUMAN RESOURCES, RISK AND AUDIT

Rick attended high school in Singapore and Canberra. After moving to the Territory, he worked in construction roles and as a technical officer which included extended periods 'out bush'. After travel and tertiary study he worked in ministerial liaison and public relations, training, and industrial relations roles before moving to a senior HR consultant position.

Rick's qualifications include a Bachelor of Arts in Public Policy from the University of Western Australia and a Graduate Certificate in Management from Curtin University.



Richard Smith
CHIEF INFORMATION OFFICER

Richard has worked in various information technology related roles in both the private and public sectors focussing on major projects and change management. Richard joined the department in September 2009.



Neil MacDonald
REGIONAL DIRECTOR

Neil studied at the University of Queensland, Charles Sturt University and the University of Aberdeen. His working career has varied from commercial agriculture to wildlife management in Nigeria, Scotland and Papua New Guinea. Neil has been with the department since 1990 based in Katherine, spending 15 years researching extensive cattle production and rangeland management.

Since 2006, Neil has combined the roles of Regional Director for the Katherine Region and Director of Research for Pastoral Production and Primary Industry.

Executive Services

BUSINESS MANAGER – Primary Industry

The Business Manager provides the overall coordination of the Primary Industries Executive Group resources in each region, as well as providing support across department activities including strategic planning and business improvement, and a range of group activities from monthly reporting to staff and business planning processes. The position is also responsible for the administration of sponsorship applications.

This role also responds to a wide assortment of ad hoc requests to and for the Primary Industry Division and the Chief Executive.

MINISTERIAL LIAISON UNIT

In 2013–14, the Ministerial Liaison Unit reported directly to the Chief Executive. The unit is responsible for facilitating the effective and efficient communication and liaison between the department and the Minister's Office, including the provision of advice and support for staff when dealing with Ministerial, Parliamentary and legislative processes.

The unit ensures all materials provided to the Minister's Office are of the highest standard, including documentation prepared to support Parliamentary sittings and Estimates hearings. The unit also coordinates cross-government reporting requirements including statutory and Cabinet Office reporting requirements. Each year it continues to process more than 1000 documents including briefings, responses and Cabinet submissions, which includes support for Parliament Sittings, Parliamentary Committees and Audit Processes.

Committees

RISK AND AUDIT COMMITTEE

The role of the Risk and Audit Committee is to assist the Chief Executive in meeting his statutory responsibilities by providing independent assurance and assistance in the areas of financial management, statutory reporting, internal control systems, risk management systems, audit, insurance and legal proceedings.

The committee operates under Terms of Reference approved by the Chief Executive and reviewed annually. Membership is representative of the department's business and corporate areas; subject matter experts may also be invited to attend committee meetings and impart specialist knowledge.

In the latter part of the financial year, a new business focused risk management framework was implemented to strengthen the department's performance and conformance objectives. A Strategic Risk Register was substantially developed as part of this process. Its purpose is to document the department's risk control environment, its commitment to implementing risk treatments in support of the Industry Development Plan, and provide reasonable assurance that the department will achieve its objectives with an acceptable degree of residual risk.

The Auditor-General conducted one compliance audit in May 2014 which examined the existence and functioning of selected aspects of the department's internal financial control systems. The audit concluded that the controls tested provided reasonable assurance that the responsibilities of the Accountable Officer will be met if those systems continue to operate in the manner identified in the audit.

The audit identified certain issues including the department's compliance with the Accounting and Property Manual and a delay in establishing the internal audit function. Auditors noted that strategies had been applied to remedy the internal audit function.

Achievements for 2013–14

- Established the Risk and Audit Committee and two meetings were held
- Developed and implemented the risk and audit framework.

Priorities for 2014–15

- Finalising and implementing the Strategic Risk Register and Internal Audit Schedule
- Ensuring internal audits include a strong focus on identifying business process improvement opportunities as well as compliance control improvements.

INFORMATION MANAGEMENT COMMITTEE

The Information Management Committee (IMC) has a key role in governance of strategic information management, including reviewing and approving all information management (IM) and information technology (IT) project submissions and advising on investment in IT.

As a shared corporate service provider, the composition and charter of IMC was changed this year to oversee related activity in both the Department of Primary Industry and Fisheries and Department of Mines and Energy. The committee comprises three representatives of each department who work with the Chief Information Officer to set the strategic direction and review, approve and prioritise individual project submissions.

This year IMC considered 29 individual project proposals using a fully electronic system, and met on three occasions.

Achievements for 2013–14

- Remodelled the IMC to support two departments and moved to a greater strategic focus
- Facilitated the development of new and replacement of several end of life business systems, with projects running within timeframes and budget
- Continued network upgrades to improve system access for staff in regional and remote offices.

Priorities for 2014–15

- Developing IT and IM Strategic Plans
- Completing a comprehensive review of Business Continuity Plans
- Overseeing the replacement of key business systems
- Developing solutions and systems to allow greater web-based and mobile access for our external clients
- Implementing technologies to improve staff mobility through external trusted access to our systems.

WORK HEALTH AND SAFETY STEERING COMMITTEE

The Work Health and Safety Steering Committee (WHSSC) develops and ensures the maintenance of work health and safety (WHS) policies and programs within relevant legislation.

It also:

- Oversees the functions of workplace safety committees and makes recommendations on issues referred by the workplace safety committees
- Convenes and oversees sub-committees and working parties responsible for tackling WHS issues
- Reviews and analyses accidents, injuries, hazardous incidents and compensation statistics, and recommends appropriate action to reduce workplace injuries and their costs
- Oversees induction, training and emergency procedures and policies to ensure that staff receive regular, relevant and effective training information
- Reviews reports on programmed external workplace work health and safety inspections.

Achievements in 2013–14

- Continued to fulfil the new *Work Health and Safety (NUL) Act 2011* requirements
- Maintained, developed and delivered WHS targets through Quarterly Action Plans
- Promoted the uptake of WHS coaching and training programs
- Informed and consulted with staff on WHS matters
- Reviewed and revised the department's WHS Management System, Policies and Guidelines as necessary
- Conducted regular outcome focused WHSSC meetings
- Developed and implemented a WHS governance framework and facilitated strategic workplace health and safety planning
- Assisted in developing and promoting standards, procedures and a positive workplace culture and awareness of Workplace Health and Safety
- Monitored and reviewed performance, risk management and reporting in relation to Workplace Health and Safety and ensured ongoing compliance with the *Work Health and Safety Act* and Regulations.

- Continued local Workplace Health and Safety committees that have a statutory role, including:
 - Facilitated cooperation between managers and workers in instigating, developing and carrying out measures designed to ensure the workers' health and safety at work
 - Assisted in developing standards, rules and procedures relating to health and safety that are to be followed or complied with at the workplace
 - Ensured an up to date knowledge and awareness of WHS matters in each workplace
 - Provided a detailed 'how to' guide across planning, implementation, reporting and evaluation through the WHS Management System.

Priorities for 2014–15

- Continuing to fulfil the new *Work Health and Safety (NUL) Act 2011* requirements.
- Maintaining, developing and delivering WHS targets through the Quarterly Action Plan process
- Developing and implementing key performance indicators for WHS
- Promoting the uptake of WHS coaching and training programs
- Informing and consulting with staff on WHS matters
- Ensuring risk registers are updated.

VETERINARY BOARD OF THE NORTHERN TERRITORY

The Veterinary Board of the Northern Territory is a statutory body established under the Northern Territory *Veterinarians Act*. The Board's independent operations are supported by the department through the provision of a Board Registrar and secretariat services.

The functions of the Veterinary Board include:

- Promoting high standards of professional conduct in the provision of veterinary services
- Determining application outcomes for registration from veterinarians and veterinary specialists seeking to practice in the Northern Territory
- Exercising the disciplinary powers detailed in the Act
- Investigating complaints relating to professional conduct or the provision of veterinary services
- Ensuring public awareness of the Board's functions
- Giving advice, where requested, on matters relating to the professional conduct of a registered veterinarian or veterinary specialist or the provision of veterinary services
- Investigating suspected offences against the Act and prosecuting such offences.

Activities for 2013–2014

The Board continued to meet its statutory functions and fulfilled its overall role of protecting the public and guiding the profession. During the 2013–14 financial year, the Board:

- Determined the outcome of 51 registration applications

- Maintained a dedicated Veterinary Board website and an online, public register of veterinarians registered to practice in the Northern Territory
- Produced a pamphlet for the Pet Expo and Darwin Show
- Revised, published and distributed guidelines, newsletters and advisory notes
- Continued participation in and collaboration with national advisory networks and relevant Northern Territory agencies.

Disciplinary Powers

The Board was not required to exercise its disciplinary powers under the *Veterinarians Act* during the 2013–14 financial year.

Membership of the Board

Membership of the Board includes the Chief Veterinary Officer/Chief Inspector of Stock as President; veterinarians appointed by the Minister for Primary Industry and Fisheries, veterinarians elected by their peers by postal ballot, and a non-veterinarian appointed by the Minister, to represent the public interest.

VETERINARY BOARD OF THE NORTHERN TERRITORY – BOARD MEMBERSHIP

Dr Malcolm Anderson	President from 26 November 2012 (ex-officio appointed Chief Inspector of Stock)
Dr Ian Gurry	Member (elected veterinarian) from 2 June 2012 Vice President (appointed by Minister)
Dr Shane Bartie	Member (elected veterinarian) from 1 June 2012
Dr Richard (Dick) Morton	Member (veterinarian appointed by the Minister)
Marion Davey	Public Interest Member (non-veterinarian appointed by Minister) from 1 August 2013

Insurance Arrangements

The department is covered by the NT Government's policy of self-insurance and has implemented a Risk Management Framework to formalise identifying, evaluating and mitigating specific risks relating to its business. Current strategies include a range of policies and procedures as well as the purchase of commercial insurance for overseas travel. An overview of the department's insurance arrangements, cost, number and value of claims is detailed below (Table 4).

TABLE 4: INSURANCE COSTS

PROPERTY AND ASSETS SUMMARY	2012–13	2013–14
Total Costs	\$12 553	\$20 718
NEW		
Vehicle & Fixed Asset Incidents	8	16
WORKERS COMPENSATION SUMMARY*	2012–13	2013–14
Total Costs	\$253 927	\$187 487
NEW		
Incidents	37	29
Claims	10	7
INSURANCE PREMIUM SUMMARY*	2012–13	2013–14
Travel Insurance	\$1 591	\$757
Volunteer Insurance	***	\$2 738
Personal Insurance	***	\$5 223

* Source: BOXI-HR WHS002 Report, Department of Corporate and Information Services

** Excluding GST; Source: Government Accounting System

*** 2012–13 payment accrued in June 2012, and 2013–14 renewal paid from prepayments in June 2013 therefore no expense shown in 2012–13.

Workers' Compensation

Workers' compensation covers workers' medical expenses, lost income, compensation for incapacitation and compensation for dependents (in the case of death) arising from a workplace incident.

The department is bound by the Northern Territory *Workers Rehabilitation and Compensation Act*, the *Work Health and Safety (National Uniform Legislation) Act* and Regulations and is required to have appropriate Work Health and Safety (WHS) strategies and processes in place to identify and minimise risks to workers, these are:

- A WHS management framework
- A WHS Steering Committee, whose members include senior executives who meet regularly to monitor and guide WHS management activities across the department; meeting minutes are published on the department's Intranet
- Active workplace WHS Committees
- An Employee Assistance Program that provides employees with up to five visits annually to a counselling service or specialist advisory expert to provide services such as workplace conflict or stress management coaching
- A performance management system, known as the Personal Development Review, that provides an opportunity for managers and staff to discuss and review safety management processes including safety related training matters
- Management training that provides managers with skills to enable the effective management of employee safety and wellbeing
- Policies and procedures to reduce the risk to workers in specific work situations including: working alone, using dangerous goods, safety at sea, first aid, use of firearms, office ergonomics and office safety
- Workplace nominated First Aid Officers and Fire Wardens. Posters with nominated officer details are displayed in work areas and within the department's Intranet
- Emergency response procedures, including cyclone and flood, are in place and reviewed annually
- Maintenance of an asbestos register for all sites owned by the department; annual inspections are conducted to identify unsafe or deteriorating sites where, if necessary, safe removal and/or encapsulation is carried out via the works programming process
- Travel policies for employees travelling in and out of Australia including advice for areas for which official travel warnings have been issued by the Department of Foreign Affairs and Trade
- Commercial travel insurance to cover employees travelling overseas
- Scheduled preventive maintenance programs for issues such as pest control, air quality testing, tree removal, and water filter replacements. The annual tree inspection program is conducted by a qualified arborist or Farm Manager and problem trees or branches are removed.

Property and Assets

The department's assets primarily consist of land, buildings, vehicles, plant and equipment, and include financial assets. These assets require ongoing management to prevent damage, loss or theft.

The department has the following mitigation strategies and processes in place:

- Policy on portable and attractive assets to ensure accountability and custodianship
- Internal audit processes and controls to foster compliance with Treasurer's Directions
- Accountability protocols for the control of allocating and recording security swipe cards and keys for access to buildings
- Comprehensive Vehicle Management Policy and procedures for governing all aspects of the vehicle fleet
- Emergency procedures, including cyclone and flood, are updated annually and reviewed after each emergency event to ensure best practice
- Internal security systems in Berrimah Farm buildings lock individual floors or buildings after hours or as necessary
- Policies for the use of corporate credit cards, credit control and debt management, and entertainment
- Regular inspections and/or stocktake of property and assets.

Public Liability

Public liability relates to the liability owed to a third party who suffers loss or damage by reason of the department's activities and therefore, the following mitigation strategies and processes are in place:

- Scheduled maintenance programs for issues such as pest control, air quality testing and tree removal
- Policies on maintenance contractors complying with sign-in/sign-out procedures, WHS standards, and observing warning signage
- Risk assessments for property and equipment use
- Compliance with relevant legislation
- Commercial insurance purchased to cover liability risk of volunteers
- In compliance with Procurement Directions under the NT Government Procurement Framework, quotes and tenders are required to address public liability. Risk assessment processes may also identify the need for additional cover, such as marine and aviation liability.

Indemnity

An indemnity is an agreement which provides protection from the consequences of a breach of duty of care or negligence, provided acts have been done in good faith. Issuing an indemnity rather than purchasing commercial insurance is in line with government's policy of self-insurance.

The department has the following mitigation strategies and processes in place:

- Internal guidelines and checklists are used to assist staff to determine the suitability of entering into funding agreements and contracts containing indemnity clauses
- Where it is possible to reach an agreement with another party, clauses imposing an indemnity on the department are removed from contracts before entering into them
- The agency legal advisors are engaged to review all contracts containing indemnity clauses and are frequently asked to advise on any other risks associated with the terms and conditions of contracts
- Where an indemnity clause is included in a contract an assessment of the risk of an indemnity provision being relied on is conducted and checked by senior executives
- Application of work health and safety processes as applicable
- Promote compliance with all applicable legislation, such as the *Information Act*
- Formal adoption of the indemnity process at the Treasurer's Direction on externally-funded projects.

During the financial year no party has called upon the Territory Government to indemnify them against losses or damage arising from a contract under which the department provided an indemnity.

Environmental Management

Achievements for 2013–14

- Berrimah Farm
 - Resolved building certification issues for Berrimah Veterinary Laboratory
 - Replaced air conditioning units on weeds building
 - Upgraded old information storage building
 - Relocated machinery storage shed to Beatrice Hill Farm.
- Darwin Aquaculture Centre
 - Installed weather proof shade structures and pathways.
- Katherine Research Centre
 - Converted seed shed to preparation room
 - Constructed a cattle handling facility.
- Coastal Plains Research Farm
 - Constructed shelter for fleet vehicle and fire cart.
- Arid Zone Research Institute
 - Installed irrigation pump and motor to turkey nest dam
 - Installed hazardous liquid storage container.
- Douglas Daly Research Farm
 - Constructed wash down bay for machinery and vehicles.

Priorities for 2014–15

- Reviewing Berrimah Farm review
- Continuing upgrade and refurbishment of laboratories and offices at Berrimah Farm including:
 - Building certification issues for Clem Benson and biosecurity control centre buildings
 - Replacing backup farm generator
 - Installing shade covers in JEB carpark compound
 - Replacing air conditioning units in virology laboratory.

- Darwin Aquaculture Centre
 - Installing solar PV system.
- Katherine Research Station
 - Constructing roof and concrete to cattle handling facility.
- Arid Zone Research Institute
 - Refurbishing horticulture laboratory preparation room.

Energy Efficiency

Staff education and regular reminders on the merits of switching off equipment not in use has continued, in combination with programming equipment to use 'sleep mode'. Initiatives that individual staff are encouraged to implement include recycling toners and drink containers.

Fleet Vehicle Efficiency

As part of its fleet management strategy, the department focuses on:

- Acquiring fit-for-purpose vehicles that are the greenest available within the vehicle group
- Altering the fleet composition by increasing four-cylinder vehicles where possible and reducing fleet size without adversely impacting on service levels
- Selecting vehicles that are technologically advanced whenever possible
- Introducing smarter business practices and closer interrogation of justifications for replacement of vehicles.

Statutory Responsibilities and Acts

STATUTORY RESPONSIBILITIES

Under the Administrative Arrangements Order, the department is responsible for the following principal areas of government:

- Agricultural and Veterinary Chemical Regulation
- Aquaculture Development
- Fisheries Management and Research
- Interstate Agricultural Quarantine
- Meat Industries Food Safety
- Primary Industries Biosecurity
- Primary Production (including Pastoral, Agricultural and Horticultural Industries):
 - Animal welfare
 - Fisheries management
 - Hygienic production of meat for human consumption
 - Interstate agricultural quarantine
 - Primary industry biosecurity
 - Primary production and industry development (including agricultural, aquaculture, horticultural, fisheries and pastoral industries)
 - Protection of consumers of veterinary services.

ACTS ADMINISTERED BY THE DEPARTMENT

The department is responsible for administering 12 Acts and 15 pieces of subordinate legislation.

Agricultural and Veterinary Chemicals (Control of Use) Act

Agricultural and Veterinary Chemicals (Control of Use) Regulations

Agricultural and Veterinary Chemicals (Northern Territory) Act

Animal Welfare Act

Animal Welfare Regulations

Barramundi Fishery Management Plan

Biological Control Act

Biological Resources Act

Biological Resources Regulations

Doctors Gully Aquatic Life Reserve Management Plan

East Point Aquatic Life Reserve Management Plan

Fisheries Act

Fisheries Regulations

Gene Technology (Northern Territory) Act

Livestock Act

Livestock Regulations

Meat Industries Act

Meat Industries Regulations

Mud Crab Fishery Management Plan

Pearl Oyster Culture Industry Management Plan

Plant Health Act

Plant Health Regulations

Plant Health (Fees) Regulations

Poppy Regulation Act

Spanish Mackerel Fishery Management Plan

Veterinarians Act

Veterinarians Regulations

Legislative Reviews and Amendments

Three Acts are currently under review:

ANIMAL WELFARE ACT

A full review of the *Animal Welfare Act* is progressing. Submissions have now been received from stakeholders with the department engaging a legislation officer to review the Act and assist with drafting instructions.

VETERINARIANS ACT

A full review of the *Veterinarians Act* is progressing. Drafting Instructions have been developed. Some further amendments to the Regulations have been identified and will also be progressed in 2014–15. National veterinary legislation guidelines are also pending which may inform further changes to the Territory's Act.

MEAT INDUSTRIES ACT

It is proposed to replace this Act with part of a proposed new Food Safety (Primary Production) Bill. Work has begun on the new Bill; however it is still at a very preliminary stage.

Changes to three legislative frameworks were made in 2013–14:

AGRICULTURAL AND VETERINARY CHEMICALS (CONTROL OF USE) ACT

During 2013–14, no changes were made to the Act; however significant changes have continued to be implemented in the system for regulating the use of 1080 for wild dog control on pastoral properties. These include: additional approvals for the formation of Regional Wild Dog Management Groups and further training and authorisation of members of the groups to prepare wet meat baits on behalf of group members on a non-fee for service basis.

In future, the formation of a Northern Territory Wild Dog Management Committee will oversee the ongoing continuous improvement of this system and alignment of the system with the recently released National Wild Dog Action Plan.

FISHERIES ACT

The Regulations under the *Fisheries Act* were amended to provide legal clarity on the harvest of giant clams across the Northern Territory and the possession of freshwater crustaceans in the Daly River Fish Management Zone.

LIVESTOCK ACT

A full review of the *Livestock Act* and Regulations is planned for the future; however a priority *Livestock Act* Amendment Bill and Regulations relating to statutory powers was necessary to implement fees-for-service by January 2015 and is now being finalised.

Information Act

INFORMATION MANAGEMENT

Under section 11 of the Information Act the department is required to annually prepare a report that detail its:

- Structure and functions
- Types of government information it usually holds
- Procedures for providing access under Part 3 (Access and Correction Rights) to government information it holds
- Procedures for correcting under Part 3 personal information it holds.

This information may be published in a document, a database or any other material form, and must be available in at least one of those forms for inspection and purchase by members of the public.

ACCESSING INFORMATION

The department's guidelines and procedures that enable access to information and to request corrections to personal information is available at www.nt.gov.au/d/foi

GOVERNMENT INFORMATION HELD BY THE AGENCY

During 2013–14 the department continued to improve record management practices, procedures and policies to ensure compliance with Part 9 of the *Information Act*, which requires the department to develop and implement plans and processes to ensure full and accurate records are created, captured, retrievable, secure and where appropriate, disposed of, in line with approved disposal schedules.

- All departmental policies and processes were reviewed in line with the new Administrative Arrangements Order
- New online training videos were developed to assist staff using electronic document management
- 5900 records that pre-dated Self Government were assessed and transferred to the NT Archives Service
- 2354 files were disposed of in accordance with approved Disposal Schedules.

For a comprehensive list of the agency's statement of information refer to: www.nt.gov.au/d/foi

REQUESTS FOR ACCESS TO INFORMATION IN 2013–14

There was one information request from 2012–2013 that was carried over and finalised in 2013–14. There were 22 new requests for information, up from three the previous financial year. Of these, eight were related to Primary Industry and Fisheries.

TABLE 5: BREAKDOWN OF REQUESTS FOR ACCESS TO INFORMATION

TYPE OF REQUEST	NO. OF REQUESTS
Finalised	7
Withdrawn	7
Transferred or not accepted	4
Carried over into 2014–15	4
Internal review, finalised	3

Shruburn Project
at Kidman Springs

Chapter

3

Our People

Introduction

In 2013–14, the Department of Primary Industry and Fisheries continued to develop sustainable agriculture and fisheries industries in the Northern Territory. To achieve this, the department maintained its tradition of attracting and retaining a passionate, professional workforce of scientists, technicians and administration staff from many different cultural backgrounds and age groups. This includes remote and field based employees crucial to operations across the Territory.

Staff are located in the major centres of Darwin, Katherine, Tennant Creek and Alice Springs, as well as remote research facilities such as Victoria River Research Station (Kidman Springs), and the Douglas Daly and Coastal Plains Research Farms.

Human Resources' services are delivered to a wide range of stakeholders and industries in a culturally diverse environment. It is central to the department's success that its people effectively engage with all stakeholders and maintain the skills and capabilities to meet government and core business priorities.

Over the last year the department has embedded the Industry Development Plan 2013–2017, which required an increased focus on stimulating economic development. This requires capable people to work with our partners to stimulate and sustain economic development throughout the NT.

To keep staff informed of the priorities arising from the Industry Development Plan and to seek their input for the development of a revised People Plan, the Chief Executive facilitated information sessions across the department. The outcomes were a greater understanding of the department's economic development focus and a new People Plan 2014–2017, which was aligned to both the Industry Development and Corporate Plans.

During 2013–2014, the department continued work in terms of the previous People Plan, which had three priority areas: A Culture of Leadership Excellence; A Professional Capable Workforce; and A Safe, Positive and Diverse Workplace. Within these priorities a focus on change management and building a culture of safety were significant.

STAFFING PROFILE

The following table shows the number of full time equivalent staff as at 30 June 2014.

TABLE 6: CLASSIFICATION OF STAFF

STAFFING CLASSIFICATION	2012–13	2013–14
Administration	97	110
Physical	4	5
Professional	68	68
Executive	17	13
Technical	101	107
Early Careers	2	3
Casual Survey Interviewers	0	1
Total	289	308

Figures are based on full time equivalent and include casual and part time employees.

2013–14 figures include the transfer of Staff of the Animal Welfare Branch.

A Culture of Leadership Excellence

Department leaders strive to influence and manage in a work environment that is complex and challenging. Understanding stakeholders and an ever changing environment, working across government, providing excellent advice and customer service, utilising technology, prioritising resources, ensuring transparency and accountability and empowering people to make a difference are just some of these challenges.

To develop leadership capabilities and to achieve objectives from the Industry Development Plan the following took place in 2013–14:

- In order to have a greater economic development focus under the Industry Development Plan, the Executive Management Group (EMG) participated in strategic planning workshops to develop change management skills
- As part of this planning process, senior managers and senior officers attended workshops where the Chief Executive spoke about the department's change of focus. An expert facilitator coached this group in the development of a change management culture across the department

- In strengthening the department's leadership capabilities, five employees were supported to participate in the OCPE suite of Leadership Programs, including Discovery Women as Leaders, Future Leaders, Executive Leaders and Kigaruk Indigenous Leadership.

A list of attendees at these courses can be found on page 58.

STAR AWARDS

The department continues to reward excellence in performance in the areas of Service, Teamwork, Achievements and Results (STAR), and acknowledges service milestones at the annual STAR Awards Ceremony. In 2013–14, this was held at Berrimah Farm. Awards were presented by Minister Westra van Holthe MLA. Further details are provided on page 56.

Our Major Achievements for the Year

PEOPLE PLAN 2014–2017

A review of the department's people management strategies was undertaken in 2013–14 to ensure staff have the capabilities to achieve the Industry Development Plan and the department continues to promote a culture that supports economic development. As described earlier, a consultative process was undertaken across the department to gather information and in turn, provide an understanding of how individual contributions support department and government objectives. Significant priorities include a focus on change management, leadership and building a culture of Work Health and Safety.

In May 2014, the DPIF People Plan 2014–2017 was launched; the plan is aligned to the department's Industry Development and Corporate Plans.

People Plan 2014–2017



Objective

We have the people and capabilities to work with our partners to stimulate and sustain development throughout the Northern Territory. To achieve this we need a diverse and professional workforce that is engaged, capable and passionate about the development opportunities in primary industries for the Northern Territory and northern Australia.

Strategies	Key Actions
Strengthen our leadership to meet future challenges	<p>Develop our current and future leaders.</p> <p>Ensure our leaders have the capabilities to develop a culture that will enable us to meet our objectives.</p>
Ensure we have a strong work health and safety culture	<p>Maintain a WH&S framework within the department that creates a strong WH&S culture.</p> <p>Support the wellbeing and health of employees.</p> <p>Increase the knowledge of safe workplace practices and individual responsibility for WH&S.</p> <p>Ensure that workplaces have appropriate policies and procedures in place so workplace practices are safe.</p> <p>Resolve workplace issues with minimal formality and ensure there is a focus on flexible work practices.</p>
Cultivate our passionate, diverse and innovative workforce	<p>Make DPIF a good place to work for diverse groups of people.</p> <p>Reward excellent performance, adherence to values and acknowledge service milestones.</p>
Develop the capabilities needed to deliver on the Industry Development Plan	<p>Develop a Workforce Plan that identifies and develops the capabilities required to meet future challenges.</p> <p>Develop the capabilities in our people to adapt to a changing environment.</p> <p>Maintain an Early Careers Program focused on growing our own.</p> <p>Ensure the critical jobs are identified and plans developed for business continuity.</p>
Drive accountability through effective engagement in the Industry Development Plan	<p>Have a performance management system that links individual's performance to the Industry Development and Corporate Plans.</p> <p>Ensure business plans include implementation of People Plan key actions.</p> <p>Maintain transparent reporting and engagement in alignment with our governance structures.</p> <p>Continue to develop our skills and knowledge in government business.</p> <p>Raise awareness of principles of performance and conduct, appropriate workplace behaviours and NTPS Values.</p> <p>Ensure we are compliant with the <i>Public Sector Employment and Management Act</i>.</p>

Our Values

Commitment to service, ethical practice, respect, accountability, impartiality and diversity.

Outcomes

We directly contribute to sustainable industry development.

We support team excellence, innovation and celebrate achievements with strong leadership.

We maintain the highest standards of public sector governance in accordance with community expectations.

Our people can meet future challenges with capability and adaptability.

Our workforce is passionate and central to our success, diverse from many backgrounds.

Our people are culturally sensitive with an Indigenous employment and business development focus.

Our people prioritise workplace safety and wellbeing for everyone in the work environment.

We maintain relationships through proactively communicating with stakeholders.

We lead the way in client service and continuous improvement.

A Professional, Capable Workforce

Personal development, mentoring and coaching, and new ways of working provide staff with the necessary tools for managing the effects of an aging population, skills shortages and change.

In order to ensure the department has a professional capable workforce, the following programs continued in 2013–14:

EARLY CAREERS PROGRAMS

The department continues to participate in three key programs as part of its Early Careers initiative. The Early Careers participants are as follows:

- **Indigenous Cadetship Support Program (ICS)**

The Cadet program provides a range of support including mentoring and financial. During 2013–14, four cadets are enrolled in undergraduate classes. See the Indigenous Employment section on page 54 for further details.

- **Indigenous Apprenticeship Program**

The Indigenous Apprenticeship Program provides on the job training and assessment in a range of disciplines. Participants in the program gain practical work experience and a recognised qualification.

Currently the department supports five Indigenous Apprentices in their chosen qualification: four are studying Business Administration, Horticulture and Aquaculture.

- **Graduate Development Program**

The Graduate Development Program is a specialist program under which newly qualified graduates are contracted for either 12 or 24 months. The program enables them to gain real work experience and expand on their professional qualifications and knowledge.

The program provides graduates with rotational placements, allowing for greater skill development and understanding of the many functions undertaken by the department. The department commenced a recruitment process in 2013–14 seeking a Veterinary Science graduate for 2015.

PROFESSIONAL DEVELOPMENT

The department is committed to ensuring staff have the skills necessary and are therefore actively encouraged to attend internal courses, to seek further education via external programs, as well as working collaboratively with peers in other organisations.

TABLE 7: PROFESSIONAL DEVELOPMENT PROGRAMS OFFERED IN 2013–14

TYPE OF PROGRAMS	NUMBER IN ATTENDANCE
Workplace Culture and Change	22
Chairperson Refresher Workshop	15
Recruitment and Selection	24
*Cross Cultural Training	26
Performance Management and the Art of Giving Feedback	17
Work Health and Safety Workshops: general staff	28
Work Health and Safety Workshops: management	11

* delivered in line with OCPE *Cross Cultural Training Framework – An Implementation Guide*

The department has also provided development to update and upskill employees' professional and technical capabilities:

Melissa Fraser, Katherine Regional Team Leader for Plant Industries, attended an Evapotranspiration Masterclass provided by the University of Adelaide and funded by CSIRO. This two day course was designed to highlight the latest methods for estimating crop water use requirements, and was delivered by Professor Wayne Meyer of the University of Adelaide and Dr John Hornbuckle of CSIRO Land and Water.

Stacey Cook and Cassie McMaster of Plant Industries attended the 'Rural Leaders Bootcamp' delivered by The Right Mind International in Brisbane. The course covered areas including establishing focused goals to assist people in achieving their personal and professional aspirations, understanding behavioural drivers, learning to pace themselves and change realistically. Attendees were asked to complete a workplace project, develop several 'purpose plans' (personal or professional) and keep in contact with a 'buddy' that they were paired up with at the end of the first session.

Doris Marcsik, Research Horticulturalist in collaboration with the Taiwan Banana Research Institute (TBRI), attended a training program on tissue-culture technology and protocol for soma-clonal selection for disease resistance, in Taiwan. The course covered modern commercial methodologies in banana tissue culture and led by Dr Sin-Wan Lee, manager of the TBRI tissue culture laboratory for more than 30 years. The techniques learned are applicable not

only to banana but also include the focus of tropical flower research. The course was funded by Bioversity International Banana Program.

Fisheries supported a wide variety of training for staff including: safe use of firearms, Coxswains certificate, workplace safety, human resource management and higher education studies as well as supporting training in identification of marine pest species and attendance at relevant scientific conferences and workshops. Staff completed the following training programs:

- Resource Description and Access training
- Tools for assertive and effective communication
- Australian Library and Information Association Top End Symposium
- Test and tagging portable electrical equipment
- Grants and Funding Agreements for the Public Sector
- Libraries Australia Document Delivery Webinar
- CareFlight Trauma Care Workshop
- Basic Firearms Course

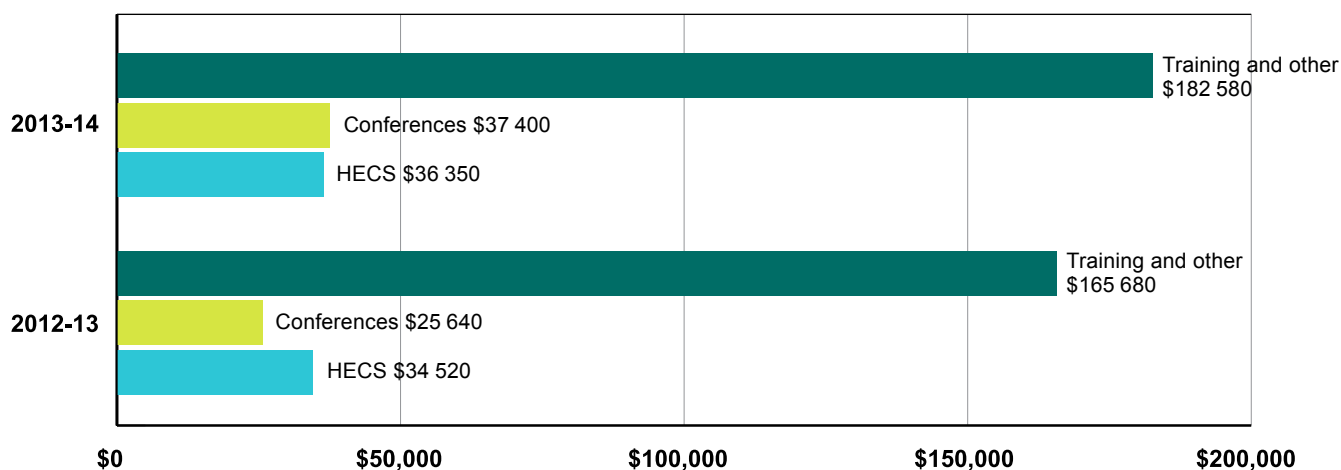
Study assistance was provided to staff during 2013–14 for:

- Certificate IV in Accounting
- Bachelor of Commerce
- Bachelor of Spatial Science
- Bachelor of Applied Science (Honours)
- Master of Business Administration
- Master of Economic and Regional Development

TRAINING EXPENDITURE

Figure 4 shows support for training, conferences and study (HECS) in 2012–13 and 2013–14.

FIGURE 4: DPIF TRAINING EXPENDITURE 2012–13 AND 2013–14



A Safe, Positive and Diverse Workplace

Safety at work, maintaining a positive and diverse work environment, equity in employment, and recognition of high work standards are fundamental elements of work culture. Staff, clients and stakeholders recognise the effective resolution of workplace issues.

The department achieved this with the following:

- A performance management system focused on the discussions between the manager and employee about a culture of shared commitment, performance and development, which also provided employees with a better awareness of the overall needs and direction of the department
- Staff attendance at various workshop that reinforced Workplace Culture and Change, which focused on organisational change; inappropriate behaviours within the workplace, and adherence to the Code of Conduct.

DIVERSITY IN THE DEPARTMENT

Equity and diversity continued to be a feature of the department's human resource initiatives and included a focus on Indigenous employment through the Early Careers Program, work-life balance strategies and strategies to support a family friendly work environment.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) INFORMATION

EEO information is recorded by employees' self-identifying in the following categories:

- Aboriginal or Torres Strait Islander (ATSI)
- Non-English Speaking Background (NESB)
- Person with a Disability (PWD).

As this is voluntary, the data in the table below cannot be guaranteed as accurately reflecting the diversity within the department.

Employees are encouraged to enter their EEO details through myHR (an online human resource system that allows employees to access their own salary, leave and other personal information via the intranet). The department regularly reminds employees to update their details through the HR newsletter and intranet news items.

FIGURE 5: EQUAL EMPLOYMENT OPPORTUNITY GROUPS

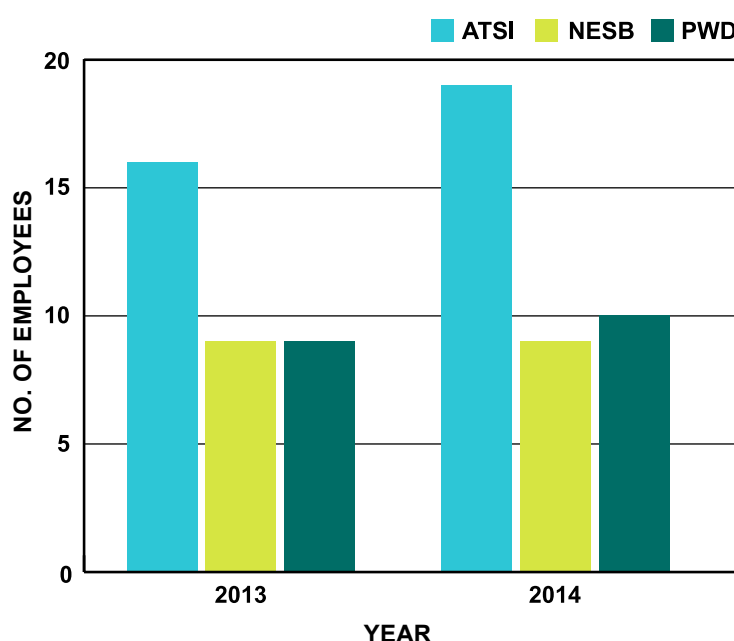
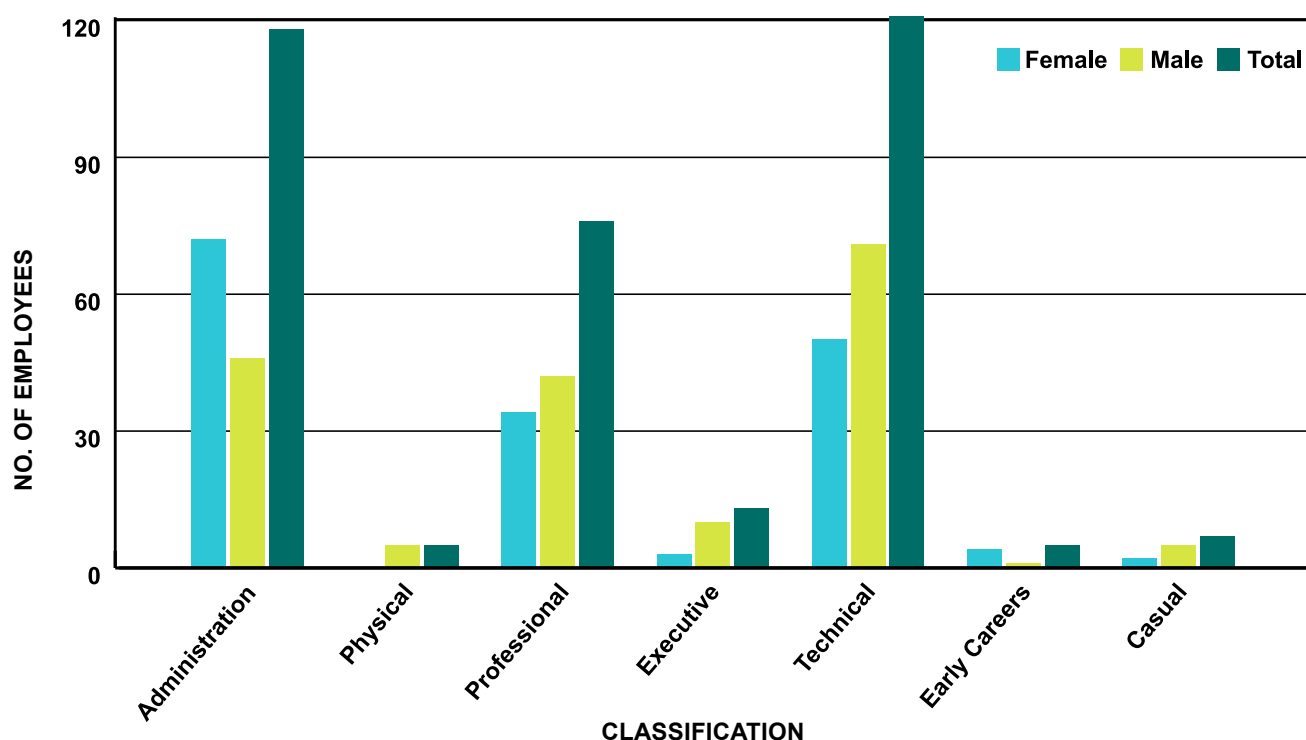


FIGURE 6: EMPLOYEE CLASSIFICATION BY GENDER AS AT 30 JUNE 2014



WORK-LIFE BALANCE

Specific work-life balance arrangements continued to be considered on a case-by-case basis. As employees become more aware of the opportunities to vary their working arrangements, the department developed measures to suit individual employees, which has become more specialised and complex.

Table 8 shows the flexible working arrangements in place in the department in 2013–14:

TABLE 8: FLEXIBLE WORKING ARRANGEMENTS

	NUMBER OF APPROVALS
Flexible working hours	14
Home-based work / telework	6
Job sharing	0
Part-time work	25
Career breaks	0
Part-year employment	4
Short term absences for family and community responsibilities	9
Utilisation of recreation leave at half pay	1
Purchase of additional leave	1
NTPS Extended Leave Scheme	0
Transition to Retirement	2

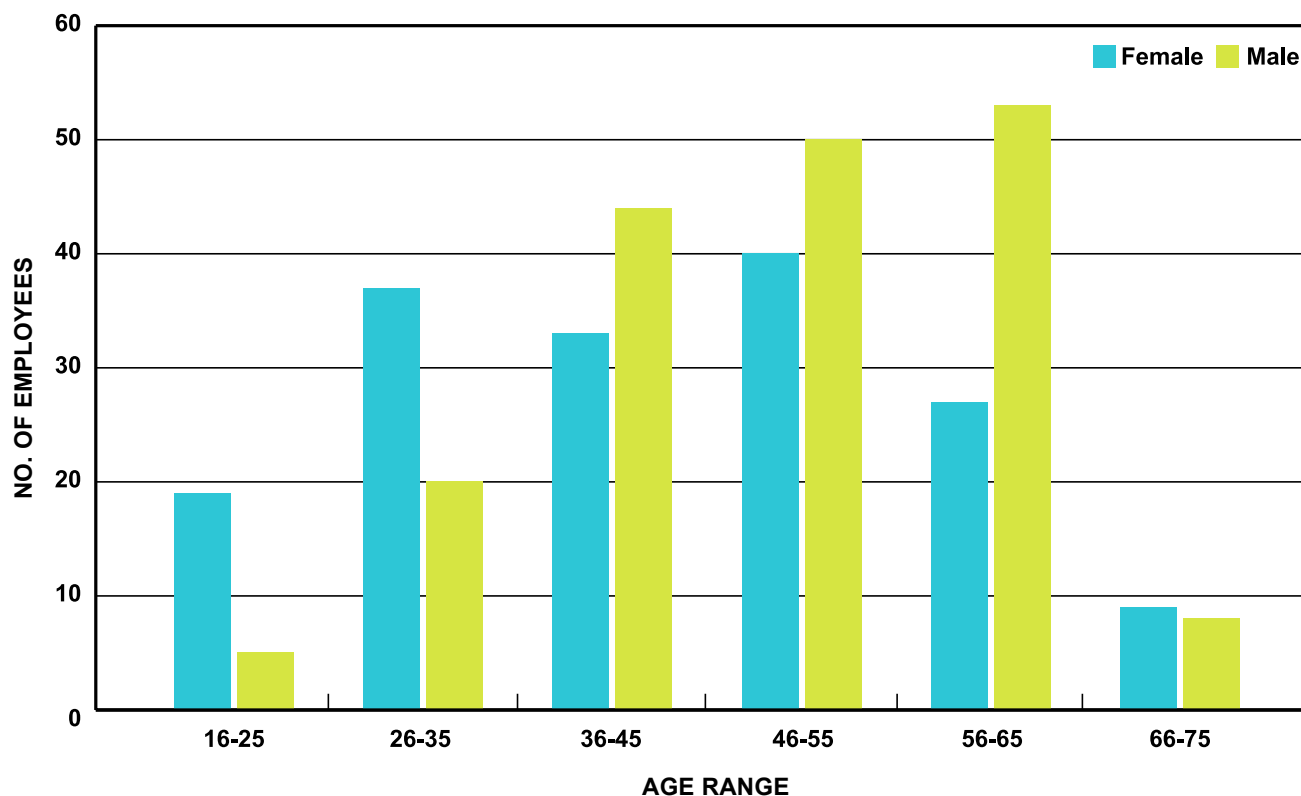
The department also supports the use of informal arrangements for use of flexible working hours during the normal hours of duty. These arrangements are not centrally recorded.

AGING WORKFORCE

The age profile in the department shows that 58 per cent, or 203 employees are above the age of 45, and 33 per cent have already reached early retirement age (55 and above).

The department supports various work arrangements to assist in the retention of this critical workforce group.

FIGURE 7: EMPLOYEE AGE PROFILES AS AT 30 JUNE 2014



INDIGENOUS EMPLOYMENT

Increasing the number of employees in the department who identify as Indigenous remains a people management priority. At 30 June 2014, there were 16 self-identified Indigenous employees within the department, or about five per cent of all employees.

As many of the department's critical positions are Professional and Technical in classification, continued effort is made to explore options to increase the number of Indigenous Australians in these fields. This is being achieved by engaging Indigenous Apprentices and supporting Indigenous Cadets through the Indigenous Cadetship Support program.

Work was completed to connect the Indigenous Apprenticeship program with disciplines that align to the department's business and skills needs, such as Business Administration, Horticulture, Aquaculture and Laboratory Operations.

The department has four Indigenous Cadets studying undergraduate degrees in professional disciplines that match the department's skill needs. These include Veterinary Science, Environmental Science and Environmental Management.

The cadets are provided with financial support, professional mentoring and paid work placements within their selected discipline during the term of their qualification. The department reimburses course costs for successful completion of tertiary studies.

In order to raise the level of knowledge and skills of employees who worked with Indigenous people this year, Cross Cultural Training was delivered (see Table 7 on page 50 for further detail).

CONFLICT MANAGEMENT

The department continued to promote and use early resolution for workplace issues. The policy and processes in place emphasise resolving issues early. Early intervention methods such as mediation and alternative conflict resolution were used to resolve internal workplace conflicts and grievances during 2013–14. The Chief Executive received two complaints of unfair treatment in work during the year and he asked the Office of Commissioner for Public Employment to review one of these complaints.

EMPLOYEE ASSISTANCE PROGRAM

The department maintained its Employee Assistance Program which provides employees and their families with free access to confidential counselling and related services on issues such as interpersonal conflicts, relationship or family problems, stress, financial or vocational issues, grief, trauma, alcohol and other substance abuse problems.

The programs main areas of use continue to be management coaching and traditional employee counselling services with both services being well utilised. The department will continue to maintain this program to assist employees meet personal and professional challenges.

No usage trends of significance occurred in the reporting period, with employees accessing the service consistently and within normal organisational parameters.

WORK HEALTH AND SAFETY PROGRAMS

Work Health and Safety continued to remain a key focus for the department. As a result, the following key actions have taken place:

- Work Health and Safety (WHS) Workshops tailored for Management, Supervisors and Employees
- WHS Clean Up Day
- Continuous improvement and monitoring against the department WHS Management System and WHS Module in the Induction Program.

The WHS Steering Committee continued to promote and ensure compliance of best practice, providing strategic direction on WHS (refer to page 36).

RISK AND AUDIT SERVICES

Risk and Audit services are provided to both the Department of Primary Industry and Fisheries and the Department of Mines and Energy under a shared services agreement. The Director Human Resources, Risk and Audit has a direct reporting line to the Chief Executives on matters of strategic and policy advice in risk management and audit activities.

The role is responsible for monitoring and overseeing risk management and audit activities, facilitating the operations of the Risk and Audit Committee (refer to page 34) and assisting departmental managers to assess risk and develop treatment plans.

The position ensures risk management and internal audit frameworks are implemented and operating effectively; coordinates the development of the department's strategic risk register and internal audit program and monitors their implementation, as well as ensuring effective risk and audit management reporting is in place.

Rewards and Recognition

STAR AWARDS

The purpose of the STAR Awards is to encourage and acknowledge outstanding performance by individual employees and teams in their pursuit of government and departmental priorities.

The awards offer several categories that can attract a nomination, including:

1. Outstanding contribution in supporting the economic growth and viability of existing and emerging primary industries through the department's Industry Development Plan.
2. Service excellence for the department's clients.
3. Outstanding contribution to Work Health and Safety.
4. Outstanding contribution to leadership within the department.
5. Outstanding professional, scientific, technical or other contribution to the Territory or region.

Presented by the Minister, major winners receive \$4 000 or \$10 000 for a team, and minor winners receive \$2 500 or \$5 000 for a team. These funds may be used for personal or professional development. Additionally, a perpetual trophy and certificate is presented to the winners at the ceremony.

The major award was presented to the Pastoral Production Technical Services team comprising David Ffoulkes, Barry Lemcke and Ben Beumer for outstanding contribution in supporting the economic growth and viability of existing and emerging primary industries through the department's Industry Development Plan and outstanding technical contribution to the regions.

The team contributed to building and managing ongoing relationships by assisting Australian livestock exporters and their Vietnamese import partners by providing ongoing technical support, advice and training with accreditation, operation of feedlots and



Major award winners (left to right): CE Alister Trier, Ben Beumer, Barry Lemcke, Minister Willem Westra van Holthe MLA and David Ffoulkes.

abattoirs. They also significantly contributed and added value to the NTG's Asia engagement and departmental priorities through participation in the Technical Services program.

Two Secondary Awards were also presented, recipients included:

The Fisheries Database Upgrade Team, Loretta Orlando, Murray Barton, Steve Wilmore, David McKey and Michael Johansen were awarded for the delivery of a new, efficient and effective Fisheries data system (FishDat), which resulted in an improved service to clients and substantial savings to the department.



Secondary Award winner, the Fisheries Database Upgrade Team (left to right) Loretta Orlando, Murray Barton, Steve Wilmore, Minister Willem Westra van Holthe MLA and Michael Johansen.

David Frost of the Biosecurity and Product Integrity Group was awarded for efforts over and above in providing training and support to Indigenous East Arnhem meat workers. His outstanding effort has aided the development of the first community-based, operated and licensed abattoir for the region in many years.



Secondary Award winner: David Frost and Minister Willem Westra van Holthe MLA.

2013–14 Nominations

The following nominees are congratulated on their STAR Awards nominations:

- Leticia Charrington for her vision, persistence and dedication in taking the lead in working with the IT Team to develop, fine tune and enter extensive records into the new chemical services database
- Thor Saunders of Aquatic Resource Research for all aspects of his work to help determine the status of coastal reef fish resources and for coordinating quantitative modeling advice for government and stakeholders
- Old Man Plains (OMP) Droughtmaster Cattle Project Team comprising Bryan Gill, Jocelyn Coventry, Chris Materne, Coral Allan, Debbie Roberts, Sally Sims and Darren White for the establishment and development of a cattle research property and OMP Droughtmaster herd
- Adele Kluth of the Biosecurity and Product Integrity Group for her project management in the creation of a new spatially enabled PIC/Property Details Register database.

SERVICE MILESTONES

The department recognised employees' 10, 20, 30 and 40 year service milestones, with certificates and recognition plaques presentations by the Minister, the Hon Willem Westra van Holthe MLA.

10 Years' Service

- Andria Handley (see photo)
- Mark Hearnden (see photo)
- Tom Haines
- Hock Seng Lee
- Catherine Burnup
- Bernadette McKirdy

20 Years' Service

- Leanne Vandersman



Minister Willem Westra van Holthe MLA and Andria Handley.



Minister Willem Westra van Holthe MLA and Mark Hearnden.

STAFF ACHIEVEMENTS

Indigenous apprentice Edna Wittkopp, currently employed in the Fisheries Division, successfully completed her Certificate III in Business Administration. Edna attended the Charles Darwin University Graduation ceremony with her daughters Edna and Peggy.



Edna Wittkopp with her daughters Edna and Peggy Wittkopp.

Lorna Melville AM was awarded the Public Service Medal by Her Honour the Honourable Sally Thomas AM, Administrator of the Northern Territory.

Lorna was recognised for outstanding public service in safeguarding the viability and future of the Australian livestock industry. This has been achieved through a range of contributions, including making very significant inroads into increasing Australian and world knowledge of arboviruses.



Lorna Melville AM, PSM.

Kaye Talbot had a number of achievements including: being nominated for the Chief Minister's Medal for Volunteering Service in the 2014 Northern Territory Volunteer Awards 2013 and 2014; Coach of the Northern Territory Disabilities Representative Team at the Australian Nationals in Hobart, Tasmania in 2013 and 2014; participating in the Darwin City Seniors Masters Champion 2013; and representing Australia in the Asian Seniors Championships held in Sydney in November 2013.



Kaye Talbot receiving the Chief Minister's Medal.

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT LEADERSHIP PROGRAMS

The several employees attended and successfully completed modules of the Leadership Program. They include:

Discovery - Women as Leaders Program

Jude Pringle

Executive Leadership Program

Warren Hunt

Future Leadership Program

Karen Timms

Austin McLennan

Kigaruk - Indigenous Leadership Program

Jamie Damaso

Public Sector Employment and Management Act Compliance

In accordance with section 28 of the *Public Sector Employment and Management Act* (PSEMA) there is a requirement for the Chief Executive to report on **Public Sector Principles** in regards to measures taken to ensure they are upheld and any significant failures to uphold them. The following information is provided in this regard:

REQUIREMENTS IN PSEMA	MEASURES TAKEN TO ENSURE THEY ARE UPHELD:
Administration Management	
Providing effective, efficient and appropriate services to the community and the government.	The department has in place numerous measures to ensure compliance with this principle. These measures are detailed in the Corporate Governance section and in other relevant areas of this Annual Report.
Ensuring the effective, efficient and appropriate use of public resources.	
Informing, advising and assisting the government objectively, impartially and with integrity.	
Ensuring that in carrying out their functions Agencies: 1. are responsive to the changing needs of the community and the government; and 2. work cooperatively with each other.	
Ensuring the Public Sector is structured and administered so that: 1. responsibilities are clearly defined; 2. appropriate levels of accountability are in place; 3. excessive formality and delay are minimised; and 4. innovation is encouraged.	
Ensuring proper standards of financial management and accounting are maintained.	
Human Resource Management	
Employment is based on merit.	All selection processes must be led by a Recognised Chairperson.
	Recruitment and selection procedures and information for panels are available on the department's intranet site, and HR provides advice and support on this subject. These procedures will be reviewed next year to strengthen information on natural justice.
	Four workshops were held on merit based selection: 39 staff attended.
	There are plans to run further workshops in the coming year on merit based selection.

Human Resource Management (continued)	
Equality of Employment Opportunity Program (EEOP).	Indigenous Employment activities continue.
	Recruitment practices have a strong focus on merit.
	Policy and Procedures for Appropriate Workplace Behaviours are available on the department's intranet.
	The department will develop an EEOP in 2014–15.
Working environments in which employees: <ol style="list-style-type: none">are treated fairly, reasonably and in a non-discriminatory way;are remunerated at rates appropriate to their responsibilities;have reasonable access to training and development; andhave reasonable access to redress when adversely affected by improper or unreasonable decisions.	Appropriate Workplace Behaviours Policy and Procedures promote a workplace that meets the requirements of this principle.
	The department's Performance Management process called Personal Development Review (PDR) identifies the employee's training needs aligned to individual work plans and career aspirations.
	Positions are evaluated through Job Evaluation System or the Work Content process (Physical positions).
	The department has a Grievance Policy and Procedures which provide employees with the opportunity to seek reasonable redress.
Performance and conduct	
Carry out the officer's duties as follows: <ol style="list-style-type: none">objectively, impartially, professionally and with integrity;to the best of the officer's ability;in accordance with the Act and any code of conduct applicable to the officer under section 16(2)(c).	Online induction provides employees with information on the Code of Conduct and these principles. Reminder emails are sent to new employees who have not completed their inductions. Completed inductions are reported every quarter. The PDR process provides employees the opportunity to understand what is expected of them and develop a learning plan.
Treat other public sector officers, other persons in the workplace and members of the public fairly, equitably and with proper courtesy and consideration.	During 2013–14 the department held a total of six Code of Conduct and Appropriate Work Behaviour Awareness sessions, renamed 'Workplace Culture and Change' workshops: 22 staff attended.
Ensure effective, efficient and appropriate use of public resources.	
Avoid actual or apparent conflicts of interest between personal or other interests and duties as a public sector officer.	
Ensure the officer's personal conduct does not: <ol style="list-style-type: none">adversely affect the performance of the officer's duties as a public sector officer; orbring the Public Sector into disrepute.	
There was no significant failure to uphold these principles during 2013–2014.	

REQUIREMENTS DEFINED IN THE EMPLOYMENT INSTRUCTIONS

ACTIONS TAKEN

Filling Vacancies	
A Chief Executive Officer must develop a procedure for the filling of vacancies consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.	The department has Recruitment and Selection Procedures available on its intranet.
	Selection processes are led by a Recognised Chairperson.
Probation	
A Chief Executive Officer must develop a probation procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.	Probation Procedures are available on the intranet site. Human Resources take an active role in monitoring the process.
Employee Performance Management and Development Systems	
A Chief Executive Officer must develop and implement an employee performance management and development procedure consistent with the Act and its subordinate legislation and any relevant award or enterprise agreement.	The department's performance management system is called Personal Development Review.
Internal Agency Complaints and Section 59 Grievance Reviews	
A Chief Executive Officer must develop an internal employee grievance handling policy and procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.	The department's Grievance Policy and Procedures are available on the intranet. These emphasise early intervention and include provisions to allow for complaints related to Work Health and Safety matters.
	There was one internal complaint and one section 59 request during 2013–14.

REQUIREMENTS DEFINED IN THE EMPLOYMENT INSTRUCTIONS

ACTIONS TAKEN

Equality of Employment Opportunity Program (EEOP)	
A Chief Executive Officer must develop an Equality of Employment Opportunity Program (EEOP) consistent with the Act, its subordinate legislation, the <i>Anti-Discrimination Act</i> and any relevant award or enterprise agreement.	The department has the essential elements in place. Its Recruitment and Selection Procedures require selection panels to represent the diversity of the applicants.
	The department will develop an Indigenous Employment and Career Development Strategy that is aligned with the NT Government's strategy when issued.
Occupational Health and Safety Standards Programs	
A Chief Executive Officer must ensure the application in his or her agency of appropriate occupational health and safety standards and programs.	The department established a WHS framework as required by the Work Health and Safety legislation.
A Chief Executive Officer is required to provide information in the Agency Annual Report in relation to the agency occupational health and safety programs.	Information in relation to the department's occupational health and safety programs is contained in the Corporate Governance section of this Annual Report.
Appropriate Workplace Behaviour	
A Chief Executive Officer must develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect to deal effectively with inappropriate workplace behaviour and bullying as defined in this Employment Instruction. The policy and procedure are to be consistent with the Act, its subordinate legislation and any award or enterprise agreement.	During 2013-14 the department held a total of six Code of Conduct and Appropriate Work Behaviour awareness session renamed 'Workplace Culture and Change' workshops: 22 staff attended. These workshops will continue to be delivered in 2014-15.

Clam industry
development at Darwin
Aquaculture Centre

Chapter

Performance Reports



Primary Industries Division

The Primary Industries Division delivers a range of focused research, development and extension programs to facilitate pastoral, horticultural and agricultural development in the Northern Territory, including on Indigenous pastoral properties. The division also has programs to monitor, detect and respond to exotic and endemic animal and plant pests and diseases. It works in partnership with producers, industry bodies, community groups and related agencies to promote industry growth and safeguard access to markets for animals, plants, and animal and plant products.

This year the division has also been focused on northern Australian development and provided support to the Northern Australian Development Office in its objectives, including development of the Northern Territory Government's response to the Green Paper on Developing Northern Australia released in June 2014.

OBJECTIVES

The Industry Development Plan 2013–2017 guides the delivery of the department's objectives and services.

The objectives of this strategy are:

- **Profitable and productive primary industries**
- **Optimal sustainable use of the Territory's natural resources**
- **Biosecurity**
- **Indigenous participation.**

Strategies underpinning the Industry Development Plan are:

- Providing certainty and security to encourage investment
- Facilitating continuous improvement in production quantity and quality
- Expanding market options for Territory products
- Developing and promoting more efficient and environmentally sound production systems
- Managing the Territory's aquatic resources to benefit all Territorians
- Developing and implementing an NT Biosecurity Strategy
- Increasing community involvement in biosecurity
- Protecting the reputation of the Territory as a producer of quality primary produce
- Responding to biosecurity incursions

- Supporting Aboriginal employment
- Encouraging business development.

The division is responsible for:

- Supporting the development of the Territory beef cattle industry
- Supporting horticultural industry development
- Providing inspection, treatment and certification services for animals and animal products
- Delivering animal and plant health services
- Providing veterinary laboratory services for livestock health, production and export
- Providing testing services for drinking water, waste water and environmental waters
- Supporting the development of mixed farming
- Supporting the development of the Territory's buffalo and other livestock industries
- Promoting timber production in the Top End
- Delivering research and extension programs, including through the department's research facilities
- Providing chemical residue testing.

TABLE 9: PRIMARY INDUSTRY PERFORMANCE MEASURES

KEY DELIVERABLES	2013–14 ESTIMATE	2013–14 ACTUAL	2014–15 ESTIMATE
Animal health and residue market access surveys or projects	5	6	5
Animal welfare projects	n/a	n/a	3
Plant health market access surveys or projects	4	4	4
Chemical services (legislation, licensing, compliance, residue survey projects)	3	3	3
New or improved agricultural systems and products produced through research, development and extension projects	14	8	14
Research and extension projects that assist agricultural enterprises to improve productivity, profitability and sustainability	46	46	49
Technical publications and information packages available to clients	855	922	865
Achievement of annual implementation targets established under the NT Biosecurity Strategy	90%	n/a	90%

n/a – not applicable, NT Biosecurity Strategy not released

Biosecurity and Product Integrity Group

The role of the Biosecurity and Product Integrity (BPI) Group is to exclude, eradicate and effectively manage risks to the economy, environment and human health posed by animal and plant diseases and pests, as well as the use of agricultural and veterinary chemicals, to ensure the continued access of Northern Territory primary industry products to domestic and international markets. In addition, it now also administers and enforces the *Animal Welfare Act* through the regulatory framework including community engagement and education.

Achievements for 2013–14

Managing plant and animal disease and pest risks and threats

- Investigated multiple animal and plant disease and chemical incidents
- Detected Banana Freckle (*Phyllosticta cavendeshii*) on Cavendish bananas in Darwin. Conducted preliminary surveillance, prepared a response plan and gained cost-sharing for the response under the national Emergency Plant Pest Response Deed; revised the plan and implemented it
- Conducted stakeholder workshops in Darwin, Katherine, Tennant Creek and Alice Springs as part of the national Exercise Odysseus (to improve preparedness to mount a national livestock standstill in the event of a Foot and Mouth Disease outbreak)
- Continued to manage the cattle tick control program to facilitate interstate movement for all Territory cattle and to prevent the spread of cattle tick and associated disease, with a very high compliance rate
- Completed the National Plant Health Surveillance Program with targeted surveillance across the Territory for 28 exotic species of plant pests and diseases
- Approved the establishment of 12 Regional Wild Dog Management Groups
- Participated in national Rapid Response Team activities conducted by Animal Health Australia to improve the Territory's biosecurity response preparedness.

Strategic approaches to opportunities, risks and threats

- Achieved transfer and integration of the Animal Welfare Branch from the Department of Local Government and Regions
- Established a NT 'First Response Team' steering committee and began development of this team
- Revised the NT emergency biosecurity response preparedness capability.

Administering biosecurity laws relating to plant health, animal health and the use of agricultural and veterinary chemicals

- Adopted the national Land Transport Standards within the *Livestock Regulations*
- Gained approval to begin drafting instructions for a proposed *Food Safety (Primary Production) Bill* to replace the existing *Meat Industries Act* and provide regulation for all primary production industries and enable adoption of the national Primary Processing and Production Standards
- Completed review of a new bilateral Certification Assurance protocol for nursery produce to Western Australia
- Completed 2013 audit of 1080 baiting records and Schedule 7 (of the *Agricultural and Veterinary Chemical (Control of Use) Act*) chemical approvals
- Completed ongoing quarterly surveys of all commercial plant nurseries to confirm ongoing absence of Myrtle Rust (*Uredo rangelli*)
- Established the Northern Territory Biosecurity in Horticulture Committee to work more closely with horticultural producers on strengthening biosecurity
- Commenced amendment of the *Veterinarians Act* to implement national recognition and improve regulation of registered veterinarians
- Completed the annual survey of Darwin for exotic pests and diseases in collaboration with Northern Australia Quarantine Strategy staff.

Administering animal welfare legislation

- Investigated 556 animal welfare complaints; 11 convictions were made
- Commenced review of the *Animal Welfare Act*.

Undertaking applied research to enhance industry productivity

- Developed capability in diagnostic and high throughput testing for Foot and Mouth Disease
- Developed new tests to improve diagnostic capability for the Meat and Livestock Australia funded Bovine Ephemeral Virus pathogenesis project
- Providing targeted extension services
- Provided extension services to livestock owners to encourage adoption of biosecurity measures and implemented product integrity in order to minimise risk of biosecurity threats
- Completed annual horticultural produce pesticide residue monitoring survey
- Provided laboratory support and training to the East Timor Animal Health Laboratory
- Promoted continual improvement of regional small scale abattoirs through direct engagement.

Assisting producers to access new markets

- Assisted industry in transitioning to alternatives to dimethoate and fenthion for pre or post-harvest fruit fly control, enabling continued interstate market access for crops affected by the Australian Pesticides and Veterinary Medicines Authority's review of those insecticides
- Audited and passed National Interstate Certification Arrangement with a very high level of compliance
- Provided technical advice to potential investors in abattoir facilities
- Provided information on legislative requirements, property status and potential disease risks to livestock for potential property investors
- Provided technical animal health advice to support development of new or expanded markets for cattle and buffalo into Vietnam, Thailand and other countries.

Priorities for 2014–15

- Enhancing the NT 'First Response Team' through improved training, system development and broader participation to enhance response preparedness capability
- Developing a cattle welfare extension and information plan corresponding with the introduction of new national cattle welfare standards
- Finalising and implementing the 'Dogs in Indigenous Communities – animal welfare awareness, education and engagement' plan
- Developing an NT Emergency Management plan for animals in emergencies
- Collaborating with the Western Australian Department of Agriculture and Food to develop arrangements for automatic, mutual recognition within the Ord River Scheme, for authorisations and licences provided under each jurisdiction's agricultural and veterinary chemicals legislation
- Continuing to provide services which protect and maintain the domestic and international market access for the NT livestock industries through monitoring and disease surveillance activity and livestock inspection and certification
- Progressing preparation of drafting instructions for a proposed *Food Safety (Primary Production) Bill*
- Continuing the amendment of the *Veterinarians Act*
- Finalising amendments to the *Livestock Act* and Regulations
- Commencing a revision of the *Agricultural and Veterinary Chemicals (Control of Use) Act*
- Establishing the Northern Territory Wild Dog Management Committee to enable key stakeholders to oversee the continuous improvement of wild dog management using 1080 on pastoral properties
- Developing an enhanced system for auditing the use of 1080 for wild dog management on pastoral properties
- Participating in the national review of Interstate Certification Assurance arrangements for interstate market access of fruit fly susceptible produce
- Working with the Plant Industries Group on a new protocol for market access of mangoes based on fruit maturity
- Assisting producers who may be affected by possible further changes in the use of fenthion for interstate market access
- Revising the Chemical Services website to improve access to relevant information for industry and to introduce online applications for authorisations and licences
- Establishing an Animal Welfare Working Group (AWWG) to support animal welfare community engagement and education within Indigenous communities
- Maintaining effective consultation and communication with disparate client and community groups
- Exploring new priority livestock research opportunities
- Forming closer ties with the Adelaide University Veterinary School for potential disease research
- Providing extension services to livestock owners to encourage adoption of biosecurity measures and passive disease reporting, in order to minimise risk of biosecurity threats
- Conducting the annual horticultural produce pesticide residue monitoring survey and working with the Australian Pesticides and Veterinary Medicines Authority on its new targeted residue surveys
- Providing extension services to assist industry in monitoring beehives for honeybee pests and diseases
- Assisting stakeholders to develop a sustainable buffalo export industry in Arnhem Land
- Undertaking disease surveillance activity annually across the Northern Territory to define the boundaries of the Bluetongue Zone for properties to access Bluetongue sensitive markets
- Assisting in viability assessments of small scale livestock slaughter facilities on the Tiwi Islands and elsewhere.



Protecting our Primary Industries: The Banana Freckle Story

On 17 July 2013, a disease later found to be Banana Freckle was detected on Cavendish banana plants on a property in Howard Springs, near Darwin.

Banana Freckle is caused by the fungus *Phyllosticta cavendishii* that produces freckles on the surface of the leaves and fruit of susceptible banana plants. In South East Asia the disease has been reported to affect up to 78% of fruit with the freckling resulting in substantial crop downgrading. The disease also shortens the life of infected leaves, which reduce crop yields by up to 34%. In some countries where the disease is widespread, fungicides can be applied at weekly intervals to minimise crop losses: a much higher level of fungicide use than in Australia.

After detecting the disease, the department began surveys to establish the extent of the outbreak and whether eradication was feasible. The results were discussed with the national Consultative Committee on Emergency Plant Pests (CCEPP) which supported the preparation of a response plan to eradicate the outbreak. On 3 October 2013, the National Management Group (NMG) met and approved the Northern Territory Banana Freckle Eradication Program response plan.

There are important benefits in having this approval as it enables the provisions in the national Emergency Plant Pest Response Deed to be invoked allowing cost sharing of eligible expenses for the eradication, and compensation for affected commercial growers.

The response plan included an extensive surveillance program to clearly establish the distribution and extent of the outbreak. Surveillance has been conducted from the Top End to Alice Springs, including remote communities across the Territory. As of 30 June 2014, approximately 18 600 properties have been inspected (around 30% of them had banana plants) and 612 properties had plants sampled. The department's Plant Pathology Section processed the samples and identified the plant cultivar and the pathogen species based on DNA tests. Fifty properties were found to have Banana Freckle-infected Cavendish banana plants.

The majority of detections were in the Greater Darwin Rural Area, with a few outliers in Batchelor and Milikapiti (on Melville Island).

Banana Freckle-infected Cavendish banana plants found during surveys are cut down, removed and deep buried off site. The remaining stumps are then treated with a commonly used herbicide to prevent regrowth and completely eradicate the disease from the infested site.

The response plan includes a set of 'triggers' to ensure that the plan keeps on track and remains feasible. If one or more of these triggers are reached, a review of the program is then undertaken by the CCEPP and NMG to check its progress, direction and feasibility. To date, several reviews have been triggered which have resulted in some adjustments to the response plan. During such reviews, a national panel of scientific experts may provide specialised technical advice to assist the CCEPP in assessing the technical feasibility of eradication. The panel of scientific experts' opinion has remained consistent: the disease is eradicable. The NMG then meets to review the technical, and importantly, the economic feasibility of eradication.

To inform decision making, some detailed economic and technical analyses have been conducted. This information has been used to guide the response's direction and confirm its feasibility. They have included a Benefit Cost Analysis prepared by the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) and a detailed statistical analysis of the distribution of the disease, conducted by an internationally recognised expert. In addition, departmental researchers are investigating key aspects of the disease's biology to better understand how to eradicate the disease.

Another important story has emerged from the department's response and that is the amazing reaction of people. The response effort has rallied other government departments across the Territory to join the Local Control Centre response team and includes experienced response staff from most every State across Australia and the Australian Government. In particular, however, the department has been represented by public servants who are indeed just that: people who have worked tirelessly to aid the eradication of the disease. To that end, the following list of names represents many very long days and weeks away from friends and family:

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DCIS	Department of Corporate and Information Services
DLRM	Department of Land Resource Management
DME	Department of Mines and Energy
DOE	Department of Education
DOH	Department of Health
DPIF	Department of Primary Industry and Fisheries
NTFRS	NT Fire and Rescue Service
PWC	Power and Water Corporation
PWCNT	Parks and Wildlife Commission NT

INTERSTATE GOVERNMENT

DOA	Department of Agriculture, Australian Government
NAQS	Northern Australia Quarantine Strategy, Australian Government
NSWDPI	Department of Primary Industries, New South Wales
QDAFF	Department of Agriculture, Fisheries and Forestry, Queensland
PIRSA	Primary Industries and Regions South Australia
DPIPWE	Department of Primary Industries, Parks, Water and Environment, Tasmania
DEPI	Department of Environment and Primary Industries, Victoria

Pastoral Production Group

The role of the Pastoral Production Group is to facilitate the sustainable development of the pastoral industry by providing research, extension and market development across a broad range of subjects including: rangeland management, sustainable grazing strategies, improved pastures, breeder herd efficiency profitability and management (in cattle and buffalo) and market development for the live export trade to East and South East Asia. The group continues to accomplish this by maintaining and growing relationships and providing technical services to its trading partners. The Pastoral Production Group also facilitates Indigenous economic development through the Indigenous Pastoral Program. Kieren McCosker of the Pastoral Production Group won the 2012–13 Primary Industries Science Excellence Award, awarded at the department's STAR Awards ceremony.

Achievements for 2013–14

Providing information to potential investors

- Provided pastoral industry information to several visiting delegations from South East Asia and China interested in investing in pastoral leases and other agricultural enterprises
- Provided carrying capacity assessments and direct land management advice to seven pastoralists and seven industry advisors including agribusiness consultants, stock agents and other government agencies
- Participated in a joint investment attraction forum in China with the Department of Mines and Energy.

Undertaking applied research to enhance industry productivity

- Conducted on-property trials on five commercial properties and five department research stations on a variety of topics including stocking rate management, pasture spelling, prescribed burning and intensive infrastructure, grazing management and animal production (genetics, fertility and reproduction)
- Completed and submitted final reports for the Northern Fertility Breeder Project (Cash Cow) and Live Weight Gain projects and Phosphorus projects
- Presented 18 papers on current research at the August 2013 Northern Beef Research Update Conference in Cairns, a major gathering of beef researchers
- Conducted successful studies on feedlot performance and meat tenderness as part of the Senepol crossbreeding project to determine if crossbreeding with tropically adapted *Bos taurus* breeds can produce cattle with increased acceptance in markets, rather than Brahman cattle

- Presented findings from the 20 year Shruburn trial at Victoria River Research Station (Kidman Springs) as an invited oral paper at the Northern Beef Research Update Conference
- Established three research sites to commence evaluation and development of the Precision Pastoral Management System (PPMS). The PPMS is part of the Precision Pastoral Management Tools Project which aims to integrate remote sensing and individual animal data to assist pastoralists to increase efficiency in operations
- Continued cattle and buffalo research in a number of projects in the areas of breeder efficiency, improved genetics and grazing systems to increase productivity and marketing options
- Continued collaboration with other state agencies including the Cooperative Research Centre for Remote Economic Participation, Meat and Livestock Australia, the Animal Genetics and Breeding Unit (AGBU) of the University of New England, the Queensland Department of Agriculture, Fisheries and Forestry (QDAFF), the Queensland Alliance for Agricultural and Food Innovation (QAAFI) and the Australian Government Department of Agriculture, on a range of trials on cattle stations, including the new collaborative genetics project with AGBU/QAAFI/QDAFF
- Continued the development of Old Man Plains Research Station which is now recognised as a unique demonstration and training facility suitable for long-term evaluation of grazing systems and benchmarking of cattle adapted to the arid zone of central Australia
- Commenced a producer steer challenge to compare the genetic potential of different breeds to

achieve Meat Standards Australia grading under a recommended grazing management system in the Alice Springs region

- Presented a final report on the outcome of a trial to assess the financial benefits of using Hormonal Growth Promotants in attaining premium prices within the Meat Standards Australia grading system to the Alice Springs Pastoral Industry Advisory Committee.

Providing targeted extension services

- Drafted the Pastoral Industry Survey regional reports, which will be published in 2014–15
- Produced four quarterly NT Pastoral Feed Outlook bulletins and published them on the departmental website
- Continued ongoing pastoral production extension services including workshops and field days, and extension support to Indigenous pastoral properties. This included the Indigenous Pastoral Program and specialised technical reports on rangeland management, herd structure, animal production, business plans and infrastructure development
- Finalised data collection for the Polled Producer Demonstration Site, for which a field day is planned in early 2014–15. The Meat and Livestock Australia (MLA)-funded bull breeding producer demonstration site at Helen Springs Station is continuing
- Published three grazing land management technical guides for the Barkly, Alice Springs and Victoria River Districts
- Published several final reports for MLA supported projects including Climate Clever Beef (Phase 1), Climate Savvy Grazing, and Sustainable development of the Victoria River District grazing lands
- Published a producer guide from the Pigeon Hole project, Guidelines for the development of extensive cattle stations in northern Australia: Insights from the Pigeon Hole Project
- Completed the final report for the first phase of the Beetaloo intensive grazing and infrastructure project. Collected a second year of pasture data for the project in collaboration with the Barkly Landcare and Conservation Association and Beetaloo Station. This project will continue for another two years
- Produced a DVD outlining best practice weaner education and management for producers
- Facilitated a technical workshop at the Katherine Research Station for industry organisations' middle

management staff. This covered research and development findings and best practice management of breeder herds and pastures

- Collaborated with the continuing STRAWCOW project, targeted for completion by September 2014. Indonesian village cattle data analyses were led and completed by the department including reproductive data from imported Brahman cattle
- Facilitated a series of stock and rangeland management courses in conjunction with Heytesbury Beef and the Department of Land Resource Management. Three Rangeland Management courses were held at Wavehill Station, Camfield Station and Mataranka Station and three in the Barkly region
- Held a successful pastoral industry field day at Old Man Plains Research Station with 25 per cent of stations in the Alice Springs region and 15 local and interstate industries represented
- Held Beef-Up Forums at Adelaide River and Mataranka Station with 63 producers attending in total. Presentations were made by departmental staff on grazing land management and phosphorus supplementation research
- Delivered a presentation on grazing land management at the Mt Riddock-Herefords Australia field day
- Provided two days of training to the NT Cattlemen's Association Indonesian student exchange program participants in the areas of stock handling and animal behavior, animal welfare, breeding and genetics, data collection and management and rangeland management
- Investigated, in collaboration with industry, regionally appropriate use of market tools such as beef branding, Hormonal Growth Promotants, production of Meat Standards Australia graded beef cattle; and production of certified pasture-fed beef, which resulted in a number of project reports
- Provided extension support to Indigenous pastoral operations to increase Indigenous participation in the industry, in collaboration with partner agencies
- Established a Producer Steer Challenge to engage producers in rangeland and cattle research activities at Old Man Plains. This replaced a planned producer demonstration trial to examine the effect of long distance trucking on MSA grading, which had to be cancelled because of inclement weather.

Assisting producers to access new markets

- Developed a collaborative Pastoral Market Development Strategy for live export with the NT Livestock Exporters Association and the NT Cattlemen's Association
- Continued work with Vietnamese importers of NT cattle and buffalo to establish Exporter Supply Chain Assurance System (ESCAS) compliant feedlot facilities. Vietnam is now the NT's second largest live export market for NT cattle
- Assisted the Vietnamese Ministry of Agriculture to progress the development of live buffalo health export protocol with the Australian Government following on from interest by a Vietnamese delegation to Darwin. The protocol was finalised in January 2014 and a buffalo trade has commenced
- Facilitated a joint Ministerial and buffalo industry representative delegation to Vietnam in March 2014, to further develop the relationship between the Territory Government and Vietnamese importers of livestock and to specifically introduce buffalo industry representatives to Vietnamese importers
- Participated in a joint departmental and industry visit to China and Vietnam, to meet with Vietnamese importers and undertake a technical study of the cattle and beef supply chains in China
- Continued to strengthen relationships and provide technical assistance to East and South East Asian customers through trade inbound and outbound delegations, high level visits and targeted collaborative programs, technical support and training
- Continued collaboration with Queensland Department of Agriculture, Fisheries and Forestry and Western Australian Department of Agriculture and Food under the Committee of Northern Agriculture Ministers including progressing outcomes from the third Northern Australia Beef Industry Roundtable hosted in Darwin.
- Continuing cattle and rangeland research projects both on government research stations and commercial properties to improve the productivity and profitability of the industry
- Continuing to manage and promote Old Man Plains Research Station as a demonstration and training facility of national importance conducting research in long-term grazing systems, benchmarking of cattle adapted to the arid zone and production options for increased profit
- Determining the timing and level of foetal and calf losses that cause reproductive inefficiency of cattle in the arid zone
- Continuing collaboration with other state agencies including QDAFF, QAAFI, AGBU, the Cooperative Research Centre for Remote Economic Participation, MLA and the Department of Agriculture on a range of trials on NT cattle stations
- Continuing to monitor the demonstration site on Alexandria Station (impacts of sustainable stocking rates and spelling on land condition), Delamere Station (spelling and early wet season burning for pasture management) and Beetaloo Station (intensive infrastructure and grazing management)
- Finalising the evaluation of the business case for NT cattle producers to participate in the carbon economy using business benchmarking, herd and economic modelling and on-property trials of relevant practices
- Continuing to work with participating agencies to develop a system which integrates remote sensing and individual animal data to assist pastoralists to increase the efficiency of their operations
- Continuing to conduct cattle and buffalo production research at Beatrice Hill Farm to increase productivity and efficiency
- Continuing data collection for carbon foot printing and sequestration of grazing systems in the Douglas Daly Region
- Continuing cell grazing trial at Douglas Daly for profitable and resilient pastoral production
- Continuing to conduct research aimed at increasing the marketing options for NT cattle producers
- Continuing to conduct research on selection to improve the fertility of Brahman cattle and expanding this research by collaborating with genetics experts from AGBU and QAAFI to improve the accuracy of Estimated Breeding Values for fertility traits

Priorities for 2014–15

- Developing proposals to evaluate a range of diversification opportunities for NT pastoral producers
- Ensuring investors can access production benchmark data
- Providing property carrying capacity information to producers and consultants as appropriate, including assessments of properties involved in the Indigenous Pastoral Program

- Continuing to develop a system, as a major partner in the Precision Pastoral Management Tools Project, which integrates remote sensing and individual animal data in order to assist pastoralists to increase the efficiency of their operations. Manage the final implementations of prototypes of the Precision Pastoral Management System and maintain the system on all six sites, two of which are in the Territory
- Continuing the Quality Graze Trial investigating the effect of various grazing strategies on land condition and cattle performance at Old Man Plains Research Station
- Managing the Producer Steer Challenge trial to compare the genetic potential of different breeds to achieve MSA grading under a recommended grazing management system. Two field days will be held at Old Man Plains Research Station as part of this demonstration
- Organising and promoting the biennial pastoral industry Field Day at Victoria River Research Station (Kidman Springs), with the next to be held on 13 August 2014
- Continuing to produce a quarterly NT Pastoral Feed Outlook summarising seasonal and forage supply risks for every pastoral district in the NT and making it widely available to industry
- Holding field days at demonstration sites including Beetaloo and Delamere Stations as well as the Victoria River Research Station
- Holding a field day at one of the participating properties in the Precision Pastoral Management System project
- Collaborating with industry to investigate regionally appropriate use of market tools such as beef branding, use of Hormonal Growth Promotants, production of Meat Standards Australia graded beef cattle, production of certified pasture-fed beef
- Continuing collaboration with existing partner agencies in the Indigenous Pastoral Program to provide extension support to Indigenous pastoral operations and increase Indigenous participation in the pastoral industry
- Delivering FutureBeef extension materials and activities to producers in the following priority areas:
 - Whole of business management
 - Phosphorous supplementation
 - Weaner Management
 - Grazing Land Management, and
 - Breeder Herd Management.
- Summarising and presenting the results of the Polled Gene Marker Producer Demonstration Site at a Field Day to be held at Lakefield Station
- Finalising the collaborative project to develop updated versions of the MLA EDGE^{network}® workshop's (Grazing Land Management, BusinessEDGE, Nutrition and Breeding) for technical content and increased flexibility in delivery early in 2014–15
- Finalising the Economics of Reproduction project by June 2015, which aims to assess the profitability of different management options in conjunction with producers
- Continuing to provide advice and showcase cattle and buffalo breeder herd productivity at Beatrice Hill Farm to local, national and international delegations visiting Darwin
- Continuing to provide technical support to Vietnamese and other potential importers of NT cattle and buffalo, including best practice animal husbandry, animal management, standard operating procedures and assistance with implementation of the Exporter Supply Chain Assurance System (ESCAS)
- Finalising the regional Pastoral Industry Survey reports for publication
- Continuing a demonstration of floodplain pasture establishment at Woolner Station in the Top End
- Undertaking market research and analysis on the potential for market development for other NT agricultural commodities
- Developing and implementing Market Development Strategies for other NT agricultural commodities
- Continuing to provide technical services and training in existing and new live export markets for NT cattle and buffalo
- Continuing to strengthen relationships and providing assistance to East and South East Asian customers through trade delegations, high-level visits and targeted technical support and training
- Continuing to engage with Queensland Department of Agriculture, Fisheries and Forestry and Western Australian Department of Agriculture and Food under the auspices of the Committee of Northern Agriculture Ministers' work plan including the hosting of the Fifth Northern Australia Beef Industry Roundtable in Darwin in November 2014.

Plant Industries Group

The role of the Plant Industries Group is to work in partnership with industry to secure sustainable and profitable development across the agriculture, horticulture and forestry sectors. The major research, development and extension functions of the Group focus around improving productivity and product quality, improving efficiencies and practices within the value chain to develop and maintain markets, and strengthening business adaptability to fully capture the benefits of new technologies.

Growth in the plant industry sector has been significant for the Territory economy over the past ten years, and will continue to expand. The Group is focused on minimising the risk for industry around developing major commodities while exploring the opportunities for new industries.

Achievements for 2013–14

Providing information to potential investors

- Developed cropping systems to assist pastoral diversification
- Provided a report on the value chain analysis of NT fodder production to growers in the Douglas Daly Region
- Provided information/advice/support to large NT wholesale nurseries that expressed keen interest in the new tropical flowering gingers for potted plant production.

Undertaking applied research to enhance industry productivity

- Provided a better understanding of potassium (K) inputs for some of the high yielding Zingiber cut flower hybrids, through providing baseline nutrient levels for growers
- Provided baseline information on nutrition and optimal growing media requirements for new Curcuma accessions (developed by the department) for production
- Developed a quick and simple in house laboratory vase life test to evaluate a number of native plant species for their longevity as a cut flower, foliage, or filler; preliminary results found some species to have potential as floricultural products and warrant further investigation
- Investigated increased market reports of Resin Canal Disorder (RCD) which have continued during the past two mango harvests, particularly for early season

‘Kensington Pride’ fruit produced near Darwin. RCD is a quality defect that reduces the market value of ripe mango fruit. Research findings over the 2013–14 season suggests that RCD is likely to occur when field conditions result in the production of ‘sensitive’ fruit that, in turn, express the defect when exposed to harvest and post-harvest stresses. Further research is quantifying this assumption.

- Alternative Fruit Fly Market Access Protocol for mangoes
 - Gathered extensive fruit fly research through three years of trapping studies which have provided valuable insights into the behavioural patterns of activity in and around mango orchards in the region. Of particular note is the finding that one of the four zones being studied (Mataranka zone) may be eligible for recognition as an Area of Low Pest Prevalence for Queensland fruit fly, *Bactrocera tryoni*. Insights into the activity of a second fruit fly pest, *B. jarvisi*, are also proving valuable to industry
 - Utilised data from these studies to help design experiments that will test if already low fruit fly populations can be further suppressed through the use of the male annihilation technique and potentially reduce population build-up
 - Confirmed risk is extremely low that untreated mangoes could be infested with tropical fruit fly larvae; assessment of over 50 000 fruit to date suggest the few detections can mostly be attributed to over-ripe or damaged fruit

- Focused the Darwin region trapping grid around three main production zones (Lambells Lagoon, Acacia Hills and Berry Springs). This covers approximately 70% of mango production and comprises 50 trapping sites, each containing two baited traps. Weekly monitoring occurred during the 2013 mango season.
- Manipulating mango flowering to extend harvest window
 - Established an aeroponic growth system to evaluate mango root stocks of high, medium and low vigour against the treatment of plant growth regulators
 - Commenced pruning trials on two major varieties to determine the flushing patterns against various heat units; the flush cycle in the Kensington Pride trees has been much more rapid than in the hybrid B74
 - Confirmed the capacity of ethephon to reset the flushing pattern in mango and prevent the development of the young vegetative flush that is known to prevent floral initiation. A subsequent application of potassium nitrate successfully promoted flowering in both Kensington Pride and B74
 - Increased knowledge/ability to extend the harvest window with a combination of pruning, ethephon and potassium nitrate to manipulate plant behaviour, which is critical to increasing a growers' capacity to remain competitive in a volatile market
 - Preliminary data from mango rootstock/scion trials at Coastal Plains Research Farm and Katherine Research Station are indicating incompatibility in some hybrid/stock, which may significantly impact on the release of one of the new mango hybrids.
- Characterisation and management of Fusarium wilt of watermelon
 - Conducted race differentials to determine the Fusarium oxysporum f.sp. niveum (Fon) race using 'SP-4'. Results suggested that the NT isolates were race 3 (previously only found in the USA). Other race differentials are needed to confirm findings
 - Continued research by developing close links with NSW post graduate student (Victor Puno) to ensure nationwide research on Fusarium wilt of watermelons. Teleconferences are held monthly. NSW, QLD and WA melon growing areas surveyed and samples collected. Early results indicate that QLD isolates are race 2 and the remainder isolates from the regions could be race 2 or 3
- Commenced molecular work to differentiate between Fon isolates in collaboration with University of Queensland. Links with Dr Katherine Everts (University of Maryland) established to obtain DNA references from the USA to cover all Fon races and vegetative compatibility groups.
- Reducing greenhouse gas emissions through improved nitrogen management
 - Applied a range of cover crops or inactivated carbon products into a melon crop early in the wet season and through a range of cover crop and soil treatment determined that the risk for emissions is higher before the wet season starts.

Providing targeted extension services

- Melon industry:
 - Presented the NT Fusarium watermelon work accomplished by the melon research team at the Australian Melon Industry Conference in Bundaberg
 - Updated the department's website dedicated to the project: articles published including in the NT Farmers Association magazine, posters presented at the Royal Darwin Show and papers presented at the 19th Australasian Plant Pathology Conference.
- Mango industry:
 - Delivered insect integrated pest management workshops. Eighteen farmer and service sector people participated and nine senior students studying agriculture at Taminmin High School also attended
 - In cooperation with the Queensland Department of Agriculture Forestry and Fisheries, Australian Mango Industry Association and Horticulture Australia Limited, commenced an investigation into the causes and incidence of Resin Canal Disease
 - Distributed Kensington Pride fruit maturity colour cards to industry
 - Researched (Year 2) the influence of foliar calcium on lenticel spotting undertaken during harvest. Result was nil effect from treatments tested. Communicated in the Plant Industries NT Newsletter
 - Facilitated mango orchard nutrition workshops at which 14 mango businesses were represented plus 13 people from the agribusiness services sector.
 - Assisted the NT Farmers Association in the delivery of their annual mango industry forum

- Facilitated small group meetings with mango producers to provide feedback on 2013 activities and to inform new research and extension priorities
- Engaged with industry and progressed development of a strategy to quantify and mitigate magpie geese impact on the NT mango crop
- Convened regular Mango Industry Advisory Panel meetings to guide the department's research and extension direction.
- Extension services development:
 - Organised a workshop via the Australasia-Pacific Extension Network for NTG staff engaged in extension services
 - Provided a linkage for the NT Farmers Association by participating on the Steering Committee for the Northern Australia Food Futures Conference.

Administering biosecurity laws relating to plant health, animal health and the use of agricultural and veterinary chemicals

- Fulfilled relevant staff competency training in plant health diagnostics under the Plant Health Australia guidelines
- Provided diagnostic support to the national Banana Freckle Eradication Program.

Assisting producers to access new markets

- Developed the knowledge base in fruit fly infestation in mangoes, to enable a revision of interstate and export protocols to replace existing chemical-based treatment requirements.

Strategic approaches to opportunities, risks and threats

- Assisted in the development of the proposed AgNorth Cooperative Research Centre
- Developed a concept paper on models to expand the research program for the Australian mango industry to address critical issues impacting on competitiveness in international markets.

Priorities for 2014–15

- Assisting industries and other government agencies in the identification of combined land and water resources that could be set aside as future agricultural/horticultural precincts in the Territory
- Developing robust cropping options for pastoral diversification
- Informing and adding to the public policy debate around potential for new food, fibre and

pharmaceutical-based rural industry developments in the NT; through supporting the NT Farmers Association in organising a National Forum on Northern Australian rural industry development

- Providing scientific rigor into precinct development
- Reporting on potential new cropping options for central Australia into targeted markets
- Expanding the mango rootstock/scion trials into central Australia
- Initiating trials to evaluate options to manipulate mango fruit maturity to move the current harvest window forward and/or backwards for the Katherine and Darwin regions
- Improving pest management options for Asian vegetable growers in the Darwin rural area
- Evaluating a range of watermelon rootstock varieties to minimise the impact of *Fusarium* wilt in melon production
- Evaluating pheromone strategies for the management of mango fruit caterpillar
- Continuing focused fruit fly research and seeking domestic and export market access approval for fruit fly non-host status of mango in order to secure improved market access for NT mangoes into domestic and international markets
- Commencing evaluation techniques to optimise pollination of date palms in central Australia
- Continuing commercial evaluation of elite selections of bush tomatoes in collaboration with the CRC for Remote Economic Participation
- Demonstrating practices and technologies to reduce agricultural sector greenhouse gas emissions
- Continuing mango small group extension programs on grower driven priorities
- Improving pest management options for Asian vegetable growers in the Darwin rural areas and conducting Integrated Pest Management field days to maximize pesticide efficacy, and minimise potential product residues
- Evaluating banana varieties resistant/tolerant to Tropical Race 4 Panama disease
- Providing commercial nursery enterprises new production practices to maximise product quality and diversity of cultivars of Zingiber flowers
- Continuing to establish close relationships with the hay and fodder industry and investigating future market options for the industry.

Policy and Services Group

The Policy and Services Group provides specialist professional services to the Primary Industries and Fisheries Divisions of the department and external clients in the areas of library and information services, experimental design and biometric analysis, scientific and technical publications, delivery of Territory and Australian Government programs to industry and business clients and policy analysis and development. Certain specialist staff also provide training in the areas of statistical analysis and bibliographic referencing.

The group includes three water analytical laboratories, located in Darwin and Alice Springs which provide accredited microbiological and chemical water testing services to the Power Water Corporation as well as other government and private sector clients. Results are provided to clients to assist in safeguarding the Territory's water supplies, monitoring waste water and protecting the environment.

Achievements for 2013–14

Providing information to potential investors

- Assisted in the development of documentation to support horticultural development at Pine Hill in Central Australia with other agencies
- Maintained whole-of-government information for prospective investors in agricultural enterprises in the NT
- Continued to support processes to identify land for future agricultural development for food production.

Providing targeted extension services

- Coordinated departmental technical advice in relation to environment assessment, land use, subdivision and land development applications to promote and advocate for sustainable primary industries development
- Maintained 634 technical publications and information packages for Primary Industries and Fisheries Division clients.

Strategic approaches to opportunities, risks and threats

- Delivered a rural financial counselling services pilot program for the Northern Territory, in partnership with the Australian Government and Rural Business Support SA
- Provided specialist professional and technical advice to the Primary Industries and Fisheries Divisions of the department

- Delivered the Australian Government's Subsidised Interest Rate Scheme to producers and service businesses affected by the live export trade suspension
- Developed arrangements to deliver the Australian Government's Farm Finance Concessional Loans Scheme in the Northern Territory and promoted the Scheme to primary producers in all eligible industries
- Delivered the Primary Industries Science Excellence Award
- Represented the Territory in national primary industry policy forums and provided support to the Agriculture Ministers' Forum
- Represented the Territory in national gene technology policy forums and coordinated technical advice to the national Gene Technology Regulator
- Provided microbiological and chemical water testing in Darwin and Alice Springs to government agency and private sector clients
- Convened and delivered the department's Knowledge Seminar series including delivery to remote, online audiences
- Contributed to the National Banana Freckle Eradication Program response.

Priorities for 2014–15

- Continuing work with other agencies to advance the release of new blocks at Pine Hill for horticultural development purposes
- Continuing maintenance of whole-of-government information for potential agricultural enterprise investors in the Territory
- Continuing to deliver a rural financial counselling service to the Northern Territory in partnership with the Australian Government and Rural Business Support SA
- Providing assessment services to the Department of Land Resource Management for the NT Government's 2013–14 Pastoral Lease Rent Waiver Program
- Developing new arrangements to enable implementation of the Australian Government's Drought Concessional Loans Scheme
- Continuing promotion of the Australian Government's Farm Finance Concessional Loans Scheme
- Finalising delivery of the Australian Government's Subsidised Interest Rate Scheme to producers and service businesses affected by the live export trade suspension
- Continuing delivery of the Primary Industries Science Excellence Award
- Continuing provision of microbiological and chemical water testing in three water analytical laboratories located in Darwin and Alice Springs
- Commencing development of a new Service Level Agreement with the Power Water Corporation for the provision of water testing services under its new structural arrangements
- Commencing development of a new laboratory information system for the three water analytical laboratories
- Continuing to convene and deliver the department's Knowledge Seminar series including delivery to remote, online audiences
- Continuing to promote and advocate for sustainable primary industries development through coordination of departmental technical advice in relation to environment assessment, land use, subdivision and land development applications for the northern and southern regions.
- Reviewing and updating technical publications, reports and information packages to ensure timely and accurate information is provided
- Continuing contributions to the development and implementation of national primary industries policy reform processes.

Major Economic Projects

ORD DEVELOPMENT UNIT

The Ord Development Unit was formally established in November 2012. At that time, Ord Stage 3 development work was awarded Major Project status by the Northern Territory Government. All previous Major Projects in the Territory had been either mining or gas related and by awarding Major Project status, the importance of agriculture as a key economic development tool, and an integral part of developing northern Australia, was highlighted.

The Unit's work this year has focused on preparation for native title negotiations, completion and implementation of a cross border legislation review and advocating for infrastructure co-investment by the Australian Government.

In addition to the Ord Development Unit, the Major Economic Project Group also undertakes investment attraction activities and agricultural precinct development work in addition to oversight of economic services to the department.

Achievements for 2013–14

- Continued discussions with the Northern Land Council regarding Ord Stage 3 native title matters
- Continued discussions with the Australian and Western Australian Governments regarding Ord Stage 3 project support, under the Memorandum of Understanding (MOU) including water allocations and infrastructure
- Completed Ord Stage 3 irrigation channel and road construction costings
- Completed an Ord Stage 3 summary economic benefits study, building on Western Australia's 2008 cost benefit analysis
- Completed an Ord Stage 3 cross border legislation review, funded under the MOU

- Participated in a range of agriculture and aquaculture investment attraction activities including an international delegation to Beijing and facilitation of inward delegations from Vietnam, Japan, Indonesia and China
- Participated in the Tiwi Islands agricultural precinct development project including the completion of a study assessing markets and commodities which may be grown
- Participated in North Australian development activities, including infrastructure reviews.

Priorities for 2014–15

- Progressing Ord Stage 3 Native Title negotiations
- Conducting an Expressions of Interest process for Ord Stage 3 land
- Supporting the work of the Land Development Corporation in attracting an investor to the Tiwi Islands agriculture precinct
- Developing new agricultural precincts in the Northern Territory
- Continuing investment attraction work including facilitation of inward delegations and development of collateral to promote agriculture investment opportunities in the Territory
- Supporting the department and industry stakeholders with economic services.

Fisheries Division

The Fisheries Division works in partnership with Indigenous, commercial, recreational, fishing tourism, aquaculture and conservation stakeholders and partners to deliver strategic programs and services to enhance the sustainable development of the Northern Territory's fisheries resources.

The division's management programs are underpinned by quality scientific research and driven by sound public policy.

OBJECTIVES

- **Developing fisheries while maintaining ecological values**
- **Sharing fish resources between Indigenous, recreational and commercial uses**
- **Protecting aquatic ecosystems from pests and diseases**
- **Assisting in aquaculture industry development**
- **Facilitating the provision of fishing facilities and access opportunities.**

The division is responsible for:

Developing fisheries while maintaining ecological values by:

- Monitoring exploitation levels of the Territory's fisheries, to support the optimal use of a sustainable resource
- Developing appropriate legislation and strategies to support the sustainable development of the NT's aquatic resources
- Maintaining management structures that protect the integrity of aquatic environments and appropriately control fishing activities.

Sharing fish resources between Indigenous, recreational and commercial uses by:

- Developing resource sharing arrangements that ensure the equitable use of stocks by all fishers who seek to benefit from a public resource.

Facilitating the provision of fishing facilities and access opportunities by:

- Progressing and facilitating opportunities for Indigenous economic development, through fisheries and aquaculture projects
- Working with relevant government departments to provide advice regarding the development of fishing facilities and infrastructure
- Working across government to develop new access opportunities for recreational and commercial fisheries.

Assisting in aquaculture industry development by:

- Fostering the development of sustainable aquaculture across the Territory
- Providing research, production and logistical advice and assistance to the aquaculture industry.

Protecting aquatic ecosystems from pests and diseases by:

- Monitoring and developing mechanisms to protect the environment from aquatic pests and diseases
- Maintaining an aquatic animal health service to safeguard industry and the environment.

TABLE 10: FISHERIES PERFORMANCE MEASURES

KEY DELIVERABLES	2013–14 ESTIMATE	2013–14 ACTUAL	2014–15 ESTIMATE
Proportion of fisheries with contemporary risk assessments in place to guide management ¹	50%	54%	62%
Proportion of fish stocks that are assessed as being sustainably fished	79%	82%	82%
Deliver community education programs that build capacity and promote the benefit of sustainable fisheries and aquatic ecosystems	4	4	4
Research, development and extension programs to facilitate development of the fishing and aquacultural industries and protect aquatic habitats	13	13	13
Projects that facilitate Indigenous economic development opportunities	8	8	8
Value of commercial fisheries ²	\$56.0M	\$56.0M	\$56.0M

¹ These are new measures that provide more robust information than the previously reported percentage of fisheries, managed in line with the principles of Ecologically Sustainable Development.

² Value represents the gross value of production (GVP) for the preceding financial year at first point of sale of commercial fisheries and aquaculture in the Northern Territory (excluding the Commonwealth managed Northern Prawn Fishery).

Achievements for 2013–14

Developing fisheries while maintaining ecological values

- Developed a resource harvest framework for the Offshore Net and Line fishery to facilitate ecologically sustainable development of the fishery
- Commenced reviews of the future management of the Barramundi and Mud Crab fisheries
- Commenced development of management framework for the ecologically sustainable harvest of small pelagic fish and squid
- Achieved re-accreditation of the Demersal Offshore Net and Line, Aquarium and Mud Crab fisheries under the Australian Government's *Environment Protection and Biodiversity Conservation Act*
- Continued monitoring and assessment of NT fisheries including collection of key biological information on coastal reef fish species
- Completed public consultation over proposed new recreational fishing controls
- Implemented priorities from the Recreational Fishing Development Plan
- Consulted with stakeholders regarding amendments to the *Fisheries Act*
- Continued a survey of the potential for inshore Indigenous fisheries in key locations such as Groote Eylandt and the East Arnhem region.

Sharing fish resources between Indigenous, recreational and commercial uses

- Consulted and developed a fisheries resource sharing allocation framework for the Territory
- Consulted and developed new management arrangements in the Coastal Line Fishery to control catches of targeted species while maintaining supplies of fresh fish for market
- Commenced developing a resource harvest framework for the Mud Crab Fishery to minimise conflict between resource users and encourage ecologically sustainable development of the fishery
- Reached six fishing access agreements with Aboriginal Land Trusts to provide a practical outcome to the Blue Mud Bay decision
- Continued to develop initiatives under the NT Indigenous Fisheries Development Strategy 2012–14
- Provided encouragement and support for the establishment of two Indigenous fishing businesses
- Enhanced the Indigenous fishing mentoring program for the East Arnhem region.

Facilitating the provision of fishing facilities and access opportunities

- Completed a scoping study of improved boat launching facilities at Dundee Beach and in the lower reaches of the Mary River (at Shady Camp)
- Provided fisheries-specific advice to government on the potential for new access to waterways and water bodies for recreational fishing in the Territory.

Facilitate Indigenous economic development

- Continued to support the development of a cooperative fishing network in East Arnhem Land
- Provided logistic and financial support to the Indigenous Marine Ranger Program
- Improved the consultative framework to assist remote communities to become more involved in fisheries management
- Provided support to a mentoring program to assist Aboriginal Territorians to become involved in the seafood industry
- Continued to support a Science Mentoring Program to facilitate the engagement of Aboriginal people in fisheries research projects
- Continued to partner with Aboriginal communities and private sector aquaculture businesses to conduct sea-farming programs in remote locations
- Continued work with Charles Darwin University (CDU) to identify successful development pathways for Indigenous fisheries enterprises.

Assist aquaculture industry development

- Conducted an extensive review of the aquaculture program and commenced implementing the review's recommendations to improve the efficiency and effectiveness of service delivery
- Maintained strong research partnerships with existing and emerging aquaculture industries
- Produced fingerlings for the barramundi sector to meet production needs
- Worked with the Territory aquaculture industry to ensure continued operation in accordance with relevant environmental management plans
- Conducted case management of aquaculture industry development proposals to help proponents negotiate government processes.

Protecting aquatic ecosystems from pests and diseases

- Maintained a responsive and effective aquatic animal health diagnostic service
- Continued to monitor for aquatic pests and diseases of national importance to protect Northern Territory businesses and the environment
- Contributed to national management programs associated with the National System for the Prevention and Management of Marine Pest Incursions
- Maintained two marine pest monitoring programs including the inspection of 110 vessels in accordance with inspection protocols and monthly monitoring of almost 100 marine pest detection plates at 12 locations across the Territory
- Commenced a review of the marine aquatic biosecurity program.

Priorities for 2014–15

- Finalising resource harvest frameworks and implementing new management arrangements for the Mud Crab and Offshore Net and Line fisheries to facilitate ecologically sustainable development
- Finalising a review of the Barramundi Fishery
- Continuing to explore the potential for a dedicated small pelagic fish and squid fishery
- Reviewing the reaccreditation of the Demersal and Trepang fisheries under the Australian Government's *Environment Protection and Biodiversity Conservation Act*
- Implementing harvest strategies for all fisheries
- Collecting key biological information on coastal reef fish species
- Continuing monitoring and assessment of all fisheries
- Implementing new management package to address overfishing of coastal reef stocks
- Implementing agreed priorities from the Recreational Fishing Development Plan
- Implementing legislative amendments to the *Fisheries Act*

- Continuing exploration of the potential for inshore Indigenous fisheries in key locations such as Groote Eylandt and the East Arnhem region
- Implementing a fisheries resource sharing allocation framework
- Developing a resource harvest framework for the Mud Crab Fishery to minimise conflict between resource users and encourage ecologically sustainable development of the fishery
- Providing ongoing assistance in negotiations with Aboriginal land councils for practical outcomes to the Blue Mud Bay decision
- Continuing development of initiatives under the NT Indigenous Fisheries Development Strategy 2012–14
- Ongoing encouragement and support for the establishment of Indigenous fishing businesses
- Enhancing the Indigenous fishing mentoring program for the East Arnhem region
- Investigating new boat ramp requirements in the Darwin metropolitan area
- Commencing works to improve boat launching facilities at Dundee Beach
- Providing fisheries-specific advice to government on the potential for new access to waterways and water bodies for recreational fishing
- Continuing support for the development of a cooperative fishing network in East Arnhem Land
- Ongoing provision of logistic and financial support to the Indigenous Marine Ranger Program
- Improving the consultative framework to assist remote communities to become more involved in fisheries management
- Ongoing support for a mentoring program to assist Indigenous Territorians to become involved in the seafood industry
- Continuing support for a Science Mentoring Program to facilitate the engagement of Indigenous people in fisheries research projects
- Continuing partnering with Indigenous communities and private sector aquaculture businesses to conduct sea-farming programs in remote locations
- Continuing collaboration with CDU to identify successful development pathways for Indigenous fisheries enterprises
- Fostering strong research partnerships with existing and emerging aquaculture industries
- Working with the aquaculture industry to ensure continue operation in accordance with relevant environmental management plans
- Ongoing case management of aquaculture industry development proposals to help proponents negotiate government processes
- Implementing the recommendations from the review of the aquaculture program
- Maintaining a responsive and effective aquatic animal health diagnostic service
- Ongoing monitoring for aquatic pests and diseases of national importance to protect industry and the environment
- Continuing delivery of an aquatic health service to assist industry development and safeguard the environment
- Finalising the review of the marine aquatic biosecurity program and implementing its key recommendations.

Corporate and Governance Services

The Department's corporate and governance services are shared with the Department of Mines and Energy under an agreement which commenced in 2013–14 and include:

- **Communications Unit**
- **Finance Group (incorporating Infrastructure and Asset Management)**
- **Human Resources Group (incorporating Risk and Audit Services)**
- **Information Technology and Information Management Group.**

A survey of client satisfaction for the Corporate and Government Output Group in 2014–15 Budget Paper 3 resulted in an actual satisfaction rating of 92% against an estimate of 95% for 2013–14.

Communications Unit

The unit is responsible for:

- Providing high level media support services to the Minister's Office
- Providing proactive and reactive media management services
- Working with the Communications and Marketing Bureau in the Department of the Chief Minister on identified departmental campaigns and crisis communications responses
- Planning, producing and implementing communication activities in support of strategic policy and program initiatives
- Producing materials and implementing plans for major events that support and promote department activities
- Managing and producing collateral material to support the department's involvement in public activities and displays
- Identifying and managing outsourced design and production services as required
- Developing content and supporting the design and distribution of a wide range of non-technical publications including internal communications
- Maintaining the department's web presence through Intranet, Internet and Extranet sites.

Achievements for 2013–2014

- Provided high quality media services to the Minister's Office and the department's business areas, including preparation of materials and direct liaison with media outlets
- Produced over 200 publications, documents and supporting materials for business areas including newsletters, booklets, brochures and posters, as well as major productions such as the Annual Report
- Provided support and collateral materials for a wide range of major events including Show displays
- Designed and implemented online survey methodologies using iPads for the Fisheries Division

- Developed and/or participated in the development of numerous Communication Strategies and Plans, some examples include: Banana Freckle Eradication Program Communications Strategy, Community Engagement and Communications Plan for Poppy Legislation, Communications Strategy for Oil and Coal Seam Unconventional Gas Extraction, Biosecurity Incursions in NT Waterways and Behavioural Protocols for Indigenous Coastal Fisheries
- Provided media training to Northern Territory finalists in the Rural Women's Award.

Priorities for 2014–2015

- Continuing provision of high level media support to the Minister's Office and department
- Working with the Communications and Marketing Bureau in the Department of the Chief Minister to provide high level project management assistance to business areas with major campaigns and crisis communication activities
- Developing an efficient working relationship with the new Print Management Unit and master advertising placement system (via Adcorp)
- Implementing the use of the new NT Newsroom centralised media release distribution and storage centre
- Implementing the new whole of government Incentia media monitoring system
- Facilitating the provision of training to agency staff in the fundamentals of developing communications strategies and media training
- Ensuring the functionality and accessibility of agency web environments and systems and the provision of strategic advice and support for developing new web based communications solutions
- Redeveloping online websites in line with NTG Digital Strategy for public facing websites.

Finance Group

The Finance Group provides a range of corporate support and related services, including strategic advice and training on its core business of budget management, financial reporting, accounting, travel and close liaison with the Procurement Network in the Department of Business.

The group is responsible for:

Leading and coordinating the department's financial management:

- To ensure statutory obligations, financial principles and accounting standards are maintained for all transactions and financial statements
- To provide strong budget management support to internal operational business divisions so the department will achieve budget through timely and accurate financial reporting.

Management of the following shared corporate services functions:

- Management and coordination of the budget
- Management of the travel system
- Management of Accounts Payable and Accounts Receivable functions
- Management of corporate credit cards.

Providing superior communication, coordination and reporting:

- Maintain close liaison and direct communication with officers of other stakeholder agencies such as the Department of Treasury and Finance, Department of the Chief Minister, the Department of Corporate and Information Services and the Department of Business, on budgetary, financial and reporting matters and procurement
- Report to Treasury, the Minister's Office and to Parliament as required.

Achievements for 2013–14

- Managed the transfer of expenses and budget for the Animal Welfare Branch from the Department of Local Government and Regions within the required timeframe
- Provided an efficient and successful service to staff, including additional assistance relating to finance and travel services required for the management of the NT response to the National Banana Freckle Eradication Program
- Updated all policies and procedures including financial delegations, which previously related to the former Department of Resources, to apply to the department
- Facilitated the transfer and managed the reprioritisation of existing budget resources to enable NT Government outcomes to be achieved
- Facilitated and managed end of year budget monitoring processes.

Priorities for 2014–15

- Taking a lead role in facilitating and managing the timely restructure of the department from a financial management and financial reporting perspective to ensure the new structure is in place by 31 October 2014
- Continuing to provide professional services to the department from a financial management perspective with a high focus on client service
- Continuing to provide advice and support to assist in the financial management of the NT response to the National Banana Freckle Eradication Program to enable the accurate accounting of expenditure against the program so that the NT meets the requirements for full reimbursement of eligible expenditure under the cost sharing Deed
- Liaising with Treasury to ensure accurate and appropriate budget cover and revenue estimates are incorporated into the budget for the National Banana Freckle Eradication Program.

Human Resources Group

The Human Resources Group delivers services under a shared services arrangement. The Group provides strategic, client focused support services for the effective management of employees in the following areas: recruitment; training and development; compliance and organisational support services.

The group is responsible for:

A culture of leadership excellence

- Organisational change initiatives to support the department's repositioning
- STAR Awards and service milestones ceremony
- Organising development activities of leaders and future leaders to enable them to adapt to future challenges.

A professional capable workforce

- Strategic HR and workforce plans
- Specialist human resources advisory services to management and staff
- Recruitment advice to help ensure the department recruits the right people.

Facilitation of performance management processes

- Project and case management of human resources, industrial relations, grievance, performance and discipline matters
- Early careers coordination relating to Apprenticeships, the Graduate program and Indigenous Cadetship Support program
- Management of service agreements and stakeholder relationships.

A safe, positive and diverse workplace

- Work Health and Safety: online induction, training, incident reporting and workers' compensation
- Facilitation of early intervention of workforce and industrial relations issues
- Maintaining an effective Employee Assistance Program.

Achievements for 2013–2014

- People Plan: Developed the People Plan 2014–2017 (launched in May 2014) through a consultative process; this plan aligns with and supports the Industry Development and Corporate Plans
- Rewards and Recognition: Coordinated the annual STAR Awards and service milestones presentations

that acknowledge individual and team excellence in the pursuit of the department's objectives

- Indigenous employment: Provided strong leadership to the department's Indigenous employment initiatives and priorities which has included the delivery of cultural awareness programs. Maintained the Indigenous Apprentice and Cadet programs
- Growing our own: Engaged with schools as part of the continued effort to attract entry level recruits for the department's Apprentice, Cadet and Graduate programs.
- Employment Relations
 - Provided advice regarding employment conditions and entitlements. Actively contributed to and supported the sector wide Enterprise Agreement
 - Continued to work cooperatively with Unions
 - Arranged 'Workplace Culture and Change' workshops which raised awareness on appropriate workplace behaviours that maintain a positive workplace culture, the NTPS Code of Conduct, the NTPS Values and how to manage change.
- HR Support and Advice
 - Provided advice and influenced managers in best practice human resource management within the NTPS governance frameworks
 - Revised the HR service delivery model
 - Supported flexible working arrangements including transitions to retirement, part-time work, home based working arrangements and flexible working hours.
- Work Health and Safety
 - Provided new employees with online induction to WHS
 - Conducted WHS information sessions and workshops for managers, supervisors and employees
 - Actively supported workers compensation matters
 - Ensured reporting on WHS incidents.

- Risk and Audit Services
 - Completed a Strategic Business Risk Assessment for consideration by the Executive Management Group
 - Completed development of an Internal Audit Schedule for consideration by the Executive Management Group.
- Selection and Recruitment
 - Conducted training courses for Selection Panel Chairpersons and Panel Members to ensure they are kept up-to-date with merit based recruitment and selection requirements
 - Provided advice and support to Selection Panels.

Priorities for 2014–15

- People Plan 2014–17: Implementing key actions of the People Plan such as developing our leaders, maintaining early careers programs, supporting Work Health and Safety, as well as driving accountability
- Indigenous Employment: Implementing an Indigenous employment and career development strategy that aligns with the NT Government Strategy with the aim of increasing the number of Indigenous employees
- Enhancing Leadership and culture: Developing current and future leaders to meet the future challenges and develop appropriate culture
- Work Health and Safety: Maintaining a positive, safe and diverse workplace as key elements in induction, recruitment and retention and overall culture. Maintaining an Employee Assistance Program for employees to access for work, individual or family matters
- Selection and Recruitment: Maintaining the skills of our recognised Chairpersons and Panel Members and focusing on recruiting the right people and capabilities.

- Workplace Environment
 - Maintaining and enhancing our positive workplace culture
 - Building employees' awareness of their obligations in regards to Work Health and Safety, appropriate workplace behaviour and Code of Conduct
 - Maintaining education programs for employees, which include cultural awareness and understanding Indigenous employment and business development.
- Performance Management
 - Monitoring and increasing the number of people having performance discussions using the Personal Development Review process. These discussions focus on having a culture of shared commitment, performance and development and provide employees a better awareness of the overall needs and direction of the department
 - Ensuring all supervisors have training and experience in performance management and giving effective feedback.
- Risk and Audit Services
 - Finalising development of the Executive Management Group's Strategic Business Risk Assessment
 - Maintaining and implementing the department's Internal Audit Schedule.

Information Technology and Information Management Group

Information Technology (IT) and Information Management (IM) implement and manage appropriate systems and technologies to capture, track and analyse the information generated and gathered by the department, including freedom of information and information privacy issues.

The Group is responsible for:

Information Management

- The capture and storage of departmental records and information in electronic systems and hard copy files
- Advice and training on best practice record keeping and assist individual areas to incorporate this into business processes
- Managing the information disposal process in accordance with relevant legislation and standards
- Managing the development and maintenance of departmental disposal schedules and the administration of the records management system (TRIM)
- Manage external contracts for postage and courier services.

Freedom of Information

- Providing advice and training on the *Information Act* and Freedom of Information (FOI) processes
- Accepting FOI requests and coordinating the receipt, review, redacting* and release of information within legislated timeframes
- Reporting FOI requests and outcomes to the Information Commissioner.

Information Technology and Innovation

- Managing and maintaining the department's IT infrastructure either directly or through outsourced service providers
- Developing or maintaining specialist business systems on behalf of individual business areas

- Implementing solutions to improve collaboration, automation, workflow tracking, business analysis and reporting
- Overseeing an ongoing program of system and software upgrades and improvements
- Continuing the rollout of online forms and electronic submissions and approvals for internal and external clients
- Reviewing and management of IT project requests.

* Redacting is the process of obscuring or 'blacking out' information where there are exemptions that prohibit release. Examples of this are people's names to protect individual privacy, details of commercial-in-confidence transactions or specific Cabinet-related material.

Achievements for 2013–14

- Completed the upgrade of all personal computers to Windows 7
- Continued a major project to implement Electronic Document Records Management including training visits to regional centres
- Received and considered 29 individual IT project proposals
- Implemented enhanced business analysis and reporting tools for wider use
- Reviewed Disposal Schedules for selected groups
- Managed upgrades and enhancements to a number of specialist business systems
- Disposed of 2 354 records, in line with disposal schedules and procedures
- Assessed and transferred 5 900 pre Self Government records to the NT Archives Service

- Provided significant initial and ongoing IT and IM support to the National Banana Freckle Eradication Program
- Oversaw the training and rollout of a new system to maintain departmental risk registers and individual risk management plans
- Assisted with implementing a new web mapping system.

Priorities for 2014–15

- Implementing new systems and technologies to provide web and mobile access to systems and information
- Assisting with the review and development of IT and IM Strategic Plans and departmental Business Continuity Plans
- Continuing to consolidate departmental databases and data sources to improve access and efficiency
- Managing the replacement and upgrade of key business systems in the Water Analytical Laboratories and Berrimah Veterinary Laboratory
- Ongoing support to the National Banana Freckle Eradication Program
- Continuing to rollout the Electronic Document Records Management project
- Moving the department towards the use of Sharepoint 2013 and introducing Enterprise Search capability.



Chapter

Financial Statements

Buffalo wallowing at
Beatrice Hill Farm
Photo by Tony Wallbank

Financial Statement Overview

For the Year Ended 30 June 2014

The 2013–14 financial statements and notes for the Department of Primary Industry and Fisheries (the department) have been prepared on an accrual basis in accordance with the Australian Accounting Standards. The Statements provide information on the operating statement, balance sheet, statement of changes in equity and cash flow statement of the department for the financial year ended 30 June 2014.

OPERATING STATEMENT

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

The department recorded an operational net deficit of \$5.89 million in 2013–14, compared with a \$2.31 million deficit in 2012–13 and an estimated deficit for 2013–14 of \$3.35 million. This higher deficit is largely due to the timing of reimbursements from the Commonwealth and other cost sharing jurisdictions relating to expenditure incurred by the department in 2013–14 due to the National Banana Freckle Eradication Program.

The Agency's comprehensive deficit in 2013–14 of \$2.61 million was the result of the revaluation of land being bought to account in comparison to the comprehensive deficit in 2012–13 of \$3.97 million which was the result of a smaller net operational deficit offset by the transfer of land and building assets to the Department of Mines and Energy (DME) relating to the Administrative Restructuring in 2012–13.

INCOME

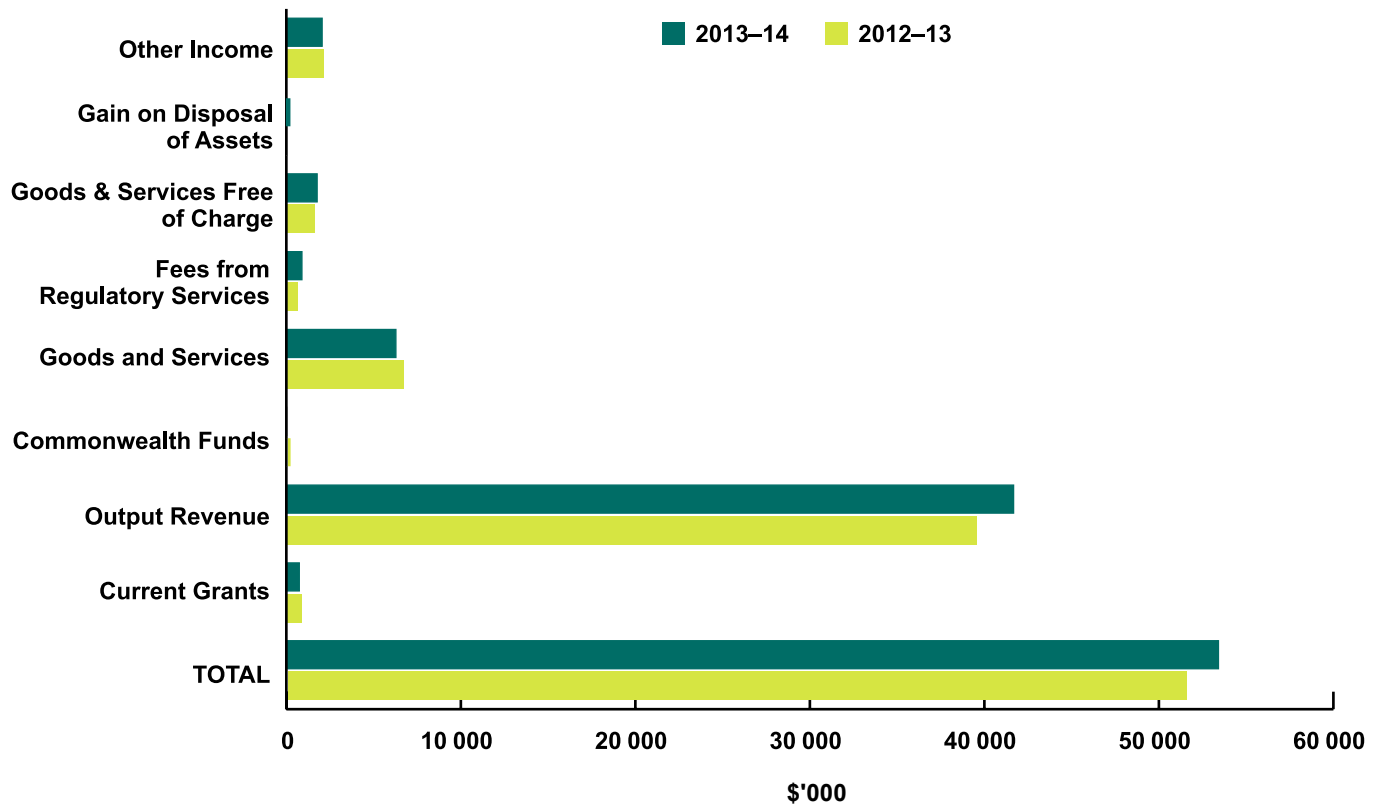
The total income for the agency in 2013–14 was \$53.41 million, of which \$41.67 million was sourced through Northern Territory Parliamentary appropriation, classified as Output Appropriation. A further \$7.92 million was generated through the Sales of Goods and Services and funding from the Commonwealth, State Agencies and private research and development corporations/organisations. In addition to this, \$2.05 million was received from DME for the provision of corporate services.

Included in the agency's total income was \$1.77 million of notional income for services received free of charge from the Department of Corporate and Information Services (DCIS) which is fully negated by an offsetting expense classified under Administrative Expenses. This relates to centralised corporate services for the processing of accounts payable, payroll and property management services so as to project the true cost of the department delivering its programs and services.

The increase in income in 2013–14 is \$1.83 million, or 3 per cent more than 2012–13, and is largely due to increased Northern Territory Parliamentary appropriation, classified as Output Appropriation. This increase predominantly relates to additional funding for the Repairs and Maintenance Program (R&M), new initiatives relating to fisheries recreational development, increased support for the live cattle trade and salary and CPI increases.

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

INCOME



EXPENDITURE

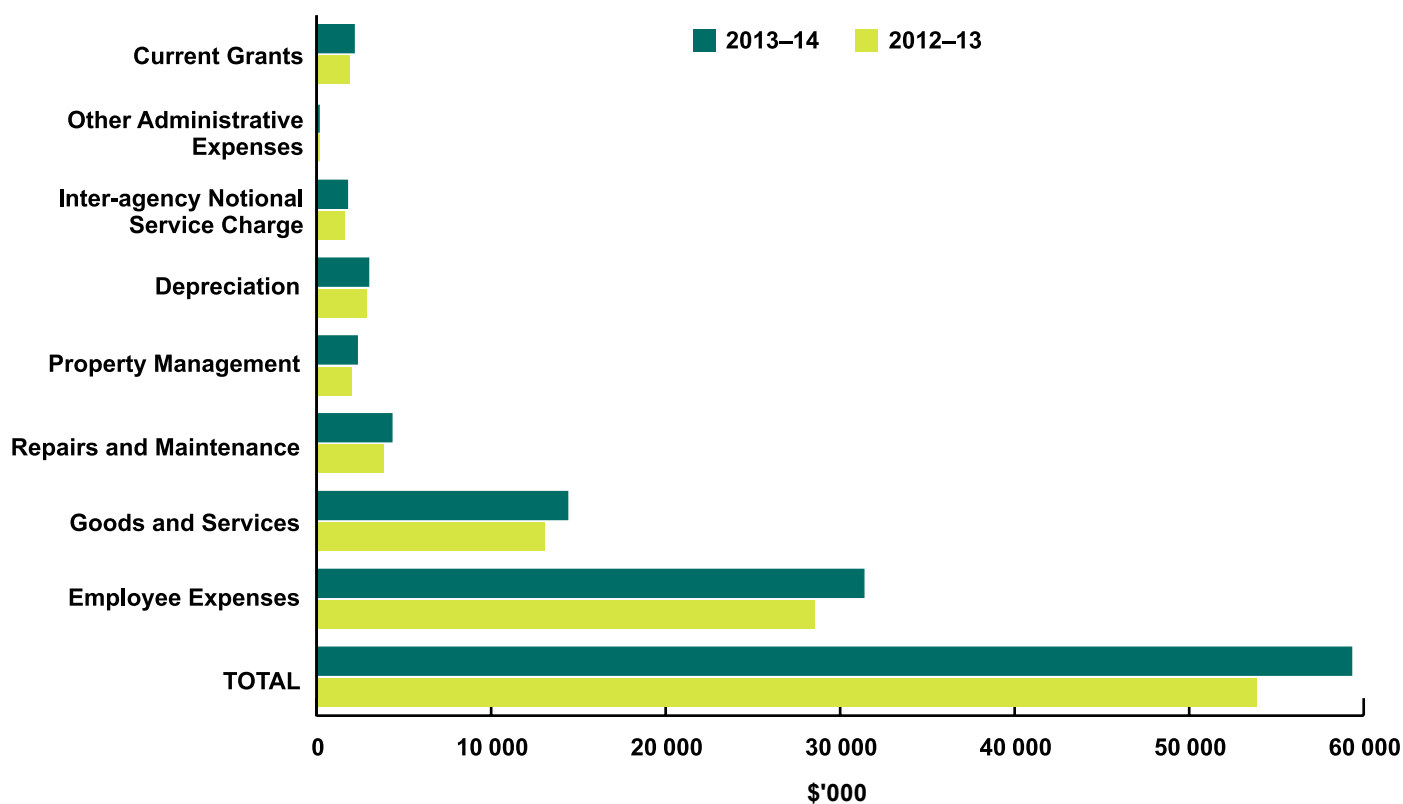
The department incurred expenditure of \$59.31 million in 2013-14 of which employees' costs accounted for \$31.36 million or 53 per cent and purchases of goods and services for \$16.71 million or 28 per cent. Payments of grants (\$2.15 million) and repairs and maintenance (\$4.31 million) are the other major expenses incurred by the agency, with non cash transactions relating to depreciation and notional DCIS charges, making up the balance

The increase in expenses in 2013-14 is \$5.41 million, or 10 per cent more than 2012-13, and largely relates to expenditure incurred by the department due to the National Banana Freckle Eradication Program.

Other increased expenditure includes R&M, the new initiatives detailed above and salary increases relating to the Northern Territory Public Service Enterprise Bargaining Agreement.

Details of expenditure relating to Goods and Services can be found in Note 7 while Grant Payments are set out in Note 24 and Appendix 1.

EXPENDITURE



BALANCE SHEET

The balance sheet details the agency's financial position on assets, liabilities and equity at balance date.

ASSETS

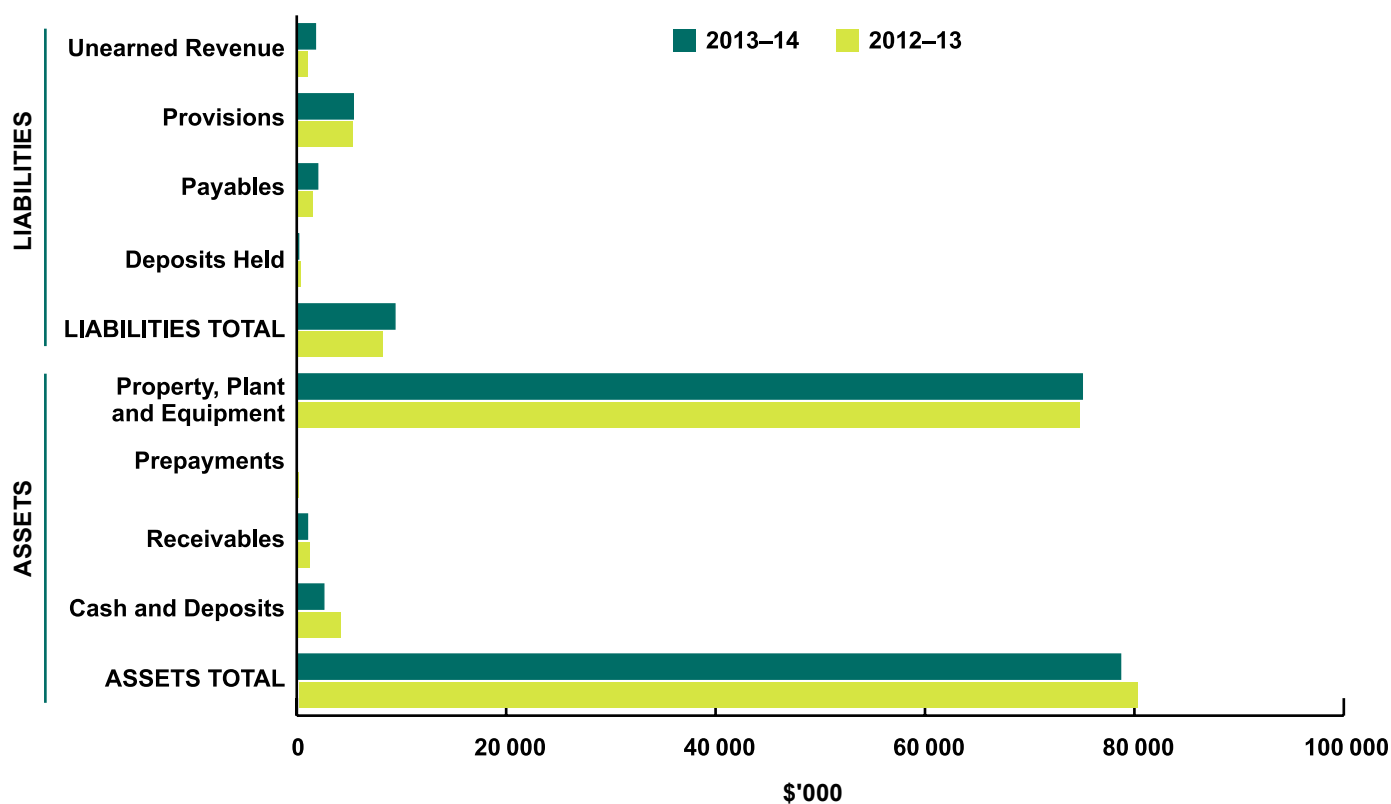
At 30 June 2014, the department's assets totalled \$78.68 million of which \$75.03 million relates to its holding on property plant and equipment. The remaining assets comprise cash, deposits, receivables and prepayments.

At the end of the 2013–14 financial year, the agency held cash and deposits of \$2.59 million predominantly

made up of pre-committed ongoing externally funded projects required to be carried forward into 2014–15. Further details on assets can be found at Notes 8, 9, 10 and 11 with details on the Accountable Officer's Trust Account (AOTA) at Note 21.

Total assets decreased by \$1.69 million in 2013–14 or 2 per cent, mainly due to timing of cash reimbursements from the Australian Government and other cost sharing jurisdictions relating to expenditure incurred by the department in 2013–14 due to the National Banana Freckle Eradication Program. The cash relating to this expenditure will be received in 2014–15.

ASSETS AND LIABILITIES



LIABILITIES

At the 30 June 2014, the department's liabilities totalled \$9.38 million, predominantly made up of provisions relating to employee leave entitlements. The remaining liabilities comprise unearned revenue, accounts payable and deposits held. Further details on liabilities can be found in Notes 12, 13 and 14.

Total liabilities increased by \$1.12 million in 2013–14 or 14 per cent, mainly resulting from an increase in unearned revenue relating to externally funded projects and accounts payable.

STATEMENT OF CHANGES IN EQUITY

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

Equity decreased by \$2.81 million in 2013–14 as reflected by the following movements:-

- Transfer in of capital appropriation for the purchase of plant and equipment of \$0.88 million;
- Transfer in relating to the capitalisation of Minor New Works of \$1.53 million;
- Increase in valuation for four portions of land of \$3.43 million;
- The transfer of land to the Department of Lands, Planning and the Environment of \$2.53 million;
- Prior year corrections relating to the reconciliation of the Asset Management System to the Government Accounting System of \$0.14 million;
- A net operating deficit of \$5.89 million;
- Reconciliation in relation to the transfer of the Animal Welfare function from the Department of Housing and Local Government of \$0.09 million.

STATEMENT OF CASH FLOWS

The statement of cash flows provides information on the movement of cash in and out of the department during the year. The cash balance of \$2.59 million at year end predominantly relates to the quarantining of cash for externally funded projects committed in 2014–15.

Figures in the Cash Flow Statement vary from those in the Comprehensive Operating Statement as the Cash Flow Statement includes only cash transactions, whereas the Operating Statement includes non-cash items such as depreciation, annual non-cash adjustments to employee entitlements and services received free of charge from the Department of Corporate and Information Services.

The significant variation in the Net Increase/Decrease in Cash Held and Cash at the beginning of the financial year between 2013–14 and 2012–13 relates to the transfer of cash balances to the Department of Mines and Energy relating to the Administrative Restructure in 2012–13.

The variation in the cash held at the end of the financial year between 2013–14 and 2012–13 is due to a decrease in cash balances committed to externally funded projects.

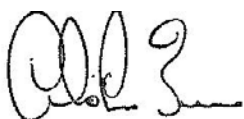
Further details can be found at Note 16.

CERTIFICATION OF THE FINANCIAL STATEMENTS

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

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2014 and the financial position on that date.

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



ALISTER TRIER

Chief Executive

28 August 2014



KAREN SIMPSON

Chief Financial Officer

28 August 2014

COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2014

	NOTE	2014	2013
		\$000	\$000
INCOME			
Grants and subsidies revenue			
Current		742	875
Appropriation			
Output		41 674	39 552
Commonwealth		10	-
Sales of goods and services	6	6 278	6 745
Fees from Regulatory Services		893	636
Inter-agency notional service revenue ¹	4	1 765	1 624
Gain on disposal of assets	5	-	7
Other income	6	2 051	2 144
TOTAL INCOME	3	53 413	51 583

EXPENSES

Employee expenses		31 357	28 569
Administrative expenses			
Purchases of goods and services	7	16 711	15 087
Repairs and maintenance		4 312	3 853
Depreciation and amortisation	10, 11	2 978	2 868
Inter-agency notional service charge ¹		1 765	1 624
Other administrative expenses		34	
Grants and subsidies expenses			
Current		2 150	1 896
TOTAL EXPENSES	3	59 307	53 897
NET SURPLUS/(DEFICIT)		(5 894)	(2 314)

OTHER COMPREHENSIVE INCOME Items that will not be reclassified to net surplus/deficit

Comprehensive Income		3 287	(1 655)
TOTAL OTHER COMPREHENSIVE INCOME		3 287	(1 655)
COMPREHENSIVE RESULT	3	(2 607)	(3 969)

¹ DCIS service charges.

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

BALANCE SHEET

As at 30 June 2014

	NOTE	2014	2013
		\$000	\$000
ASSETS			
Current Assets			
Cash and deposits	8	2 585	4 202
Receivables	9	1 028	1 228
Prepayments		43	149
Total Current Assets		3 656	5 579
Non-Current Assets			
Property, plant and equipment	10, 11	75 028	74 797
Total Non-Current Assets		75 028	74 797
TOTAL ASSETS		78 684	80 376
LIABILITIES			
Current Liabilities			
Deposits held		186	339
Payables	12	1 928	1 465
Provisions	13	3 654	3 454
Other liabilities	14	1 786	1 064
Total Current Liabilities		7 554	6 322
Non-Current Liabilities			
Provisions	13	1 822	1 933
Total Non-Current Liabilities		1 822	1 933
TOTAL LIABILITIES		9 376	8 255
NET ASSETS		69 308	72 121
EQUITY			
Capital		63 951	64 157
Reserves	15	33 284	32 380
Accumulated funds		(27 927)	(24 416)
TOTAL EQUITY		69 308	72 121

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

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2014

	NOTE	EQUITY AT 1 JULY	COMPREHENSIVE RESULT	TRANSACTIONS WITH OWNERS IN THEIR CAPACITY AS OWNERS	EQUITY AT 30 JUNE
		\$000	\$000	\$000	\$000
2013–14					
Accumulated Funds					
Accumulated Funds		24 416	5 894 ⁽¹⁾	-	30 310
Transfers from reserves		-	(2 383)	-	(2 383)
Total Accumulated Funds		24 416	3 511		27 927
Reserves					
Asset Revaluation Reserve		(32 380)	(904)	-	(33 284)
Total Reserves	15	(32 380)	(904)	-	(33 284)
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		(13 297)	-	(881)	(14 178)
Equity transfers in		(80 440)	-	(1 609)	(82 049)
Other equity injections		(7 165)	-	-	(7 165)
Total Equity Injections		(100 902)	-	(2 490)	(103 392)
Equity withdrawals					
Capital withdrawal		22 838	-	90	22 928
Equity transfers out		13 907	-	2 606	16 513
Total Equity Withdrawals		36 745	-	2 696	39 441
Total Capital – Transactions With Owners		(64 157)	-	206	(63 951)
Total Equity at End of Financial Year		(72 121)	2 607	206	(69 308)

	NOTE	EQUITY AT 1 JULY	COMPREHENSIVE RESULT	TRANSACTIONS WITH OWNERS IN THEIR CAPACITY AS OWNERS	EQUITY AT 30 JUNE
		\$000	\$000	\$000	\$000
2012–13					
Accumulated Funds					
Accumulated Funds		22 102	2 314 ⁽¹⁾	-	24 416
Total Accumulated Funds		22 102	2 314	-	24 416
Reserves					
Asset Revaluation Reserve		(34 035)	1 655	-	(32 380)
Total Reserves	15	(34 035)	1 655	-	(32 380)
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		(13 051)	-	(246)	(13 297)
Equity transfers in		(79 865)	-	(575)	(80 440)
Other equity injections		(4 839)	-	(2 326)	(7 165)
Total Equity Injections		(97 755)	-	(3 147)	(100 902)
Equity withdrawals					
Capital withdrawal		22 838	-	-	22 838
Equity transfers out		4 349	-	9 558	13 907
Total Equity Withdrawals		27 187	-	9 558	36 745
Total Capital – Transactions with Owners		(70 568)	-	6 411	(64 157)
Total Equity at End of Financial Year		(82 501)	3 969	6 411	(72 121)

(1) Net Surplus/(Deficit) from the Comprehensive Operating Statement

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

CASH FLOW STATEMENT

For the year ended 30 June 2014

	NOTE	2014	2013
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Grants and subsidies received			
Current		742	875
Appropriation			
Output		41 674	39 552
Commonwealth		10	-
Receipts from sales of goods and services		12 293	10 830
Total Operating Receipts		54 719	51 257
Operating Payments			
Payments to employees		(31 151)	(30 622)
Payments for goods and services		(22 676)	(20 747)
Grants and subsidies paid			
Current		(2 150)	(1 896)
Total Operating Payments		(55 977)	(53 265)
Net Cash From/(Used in) Operating Activities	16	(1 258)	(2 008)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Receipts			
Proceeds from asset sales	5	-	3
Total Investing Receipts		-	3
Investing Payments			
Purchases of assets		(997)	(279)
Total Investing Payments		(997)	(276)
Net Cash From/(Used in) Investing Activities		(997)	(276)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Deposits received		(153)	(16 406)
Equity injections			
Capital appropriation		881	246
Other equity injections		-	2 326
Total Financing Receipts		728	(13 834)
Financing Payments			
Equity withdrawals		(90)	-
Total Financing Payments		(90)	-
Net Cash From/(Used in) Financing Activities		638	(13 834)
Net increase/(decrease) in cash held		(1 617)	(16 118)
Cash at beginning of financial year		4 202	20 320
CASH AT END OF FINANCIAL YEAR	8	2 585	4 202

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

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1. OBJECTIVES AND FUNDING

The Department of Primary Industry and Fisheries is responsible for the development and management of primary industry and fisheries, in line with government priorities, and works closely with resource-based industry partners to deliver programs focused on sustainable and productive farming and fishing. The agency supports government priorities around regional and Indigenous economic development and developing food-based market opportunities for industry.

Additional information in relation to the department and its principal activities can be found in the opening chapter of this Report.

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

Agency Output Group/Outputs:

Resource Industry Development

Primary Industry

Fisheries

Resource Industry Management

Primary Industry

Fisheries

Corporate and Governance

Corporate and Governance

Shared Services Provided

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Accounting

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

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

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

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

The form of the agency financial statements is also consistent with the requirements of Australian Accounting Standards. The effects of all relevant new and revised Standards and Interpretations issued by

the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated. The Standards and Interpretations and their impacts are:

AASB 13 Fair Value Measurement, AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009 11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]

AASB 13 replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. It clarifies the definition of fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements. With some exceptions, the standard requires entities to classify these measurements into a fair value hierarchy based on the nature of the inputs. Additional disclosures following from the standard are included in the notes to the financial statements.

AASB 119 Employee Benefits (2011), AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Interpretation 14]

AASB 119 amends the definition of short-term employee benefits and the accounting for defined benefit superannuation obligations. The standards do not impact the financial statements.

AASB CF 2013-1 Amendments to the Australian Conceptual Framework, AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments

AASB CF 2013-1 incorporates Chapters 1 and 3 of the IASB's *Conceptual Framework for Financial Reporting* into the AASB *Framework for the Preparation and Presentation of Financial Statements*. It also withdraws SAC 2 Objective of General Purpose Financial Reporting. The standards do not impact the financial statements.

AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 7)

The standard amends AASB 7 *Financial Instruments: Disclosures* to require an entity to disclose information about rights of offset and related arrangements (such as collateral posting requirements) for financial instruments under an enforceable master netting agreement or similar arrangement. The standard does not impact the financial statements.

AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132 & 134 and Interpretation 2]

The standard amends a number of pronouncements as a result of the 2009-2011 annual improvements cycle. In particular, amendments to AASB 101 *Presentation of Financial Statements* clarify requirements for comparative information, and amendments to AASB 116 *Property, Plant and Equipment* clarify classification of servicing equipment. The standard does not impact the financial statements.

b) Australian Accounting Standards and Interpretations Issued but not yet Effective

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

STANDARD/INTERPRETATION	SUMMARY	EFFECTIVE FOR ANNUAL REPORTING PERIODS BEGINNING ON OR AFTER	IMPACT ON FINANCIAL STATEMENTS
AASB 9 <i>Financial Instruments</i> (Dec 2010), AASB 2010-7 <i>Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2010)</i> [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127], AASB 2012-6 <i>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures</i> [AASB 9, 2009–11, 2010-7, 2011-7 & 2011-8], AASB 2013-9 <i>Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments</i>	AASB 9 incorporates revised requirements for the classification and measurement of financial instruments resulting from the IASB's project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i>).	1 Jan 2017	
AASB 10 <i>Consolidated Financial Statements</i> , AASB 2011-7 <i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards</i> [AASB 1, 2, 3, 5, 7, 9, 2009–11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17], AASB 2012–10 <i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments</i> [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12], AASB 2013-8 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities</i> [AASB 10, 12 & 1049]	<p>Requires a parent to present consolidated financial statements as those of a single economic entity, replacing the requirements previously contained in AASB 127 <i>Consolidated and Separate Financial Statements</i>.</p> <p>AASB 2012–10 defers the mandatory application of AASB 10 <i>Consolidated Financial Statements</i> and related Standards to not-for-profit entities until annual reporting periods beginning on or after 1 January 2014.</p> <p>AASB 2013-8 assists not-for-profit entities to apply AASB 10 <i>Consolidated Financial Statements</i> and AASB 12 <i>Disclosure of Interests in Other Entities</i>.</p>	1 Jan 2014	

STANDARD/INTERPRETATION	SUMMARY	EFFECTIVE FOR ANNUAL REPORTING PERIODS BEGINNING ON OR AFTER	IMPACT ON FINANCIAL STATEMENTS
AASB 12 <i>Disclosure of Interests in Other Entities</i>	Requires the extensive disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on its financial position, financial performance and cash flows.	1 Jan 2014	
AASB 1055 <i>Budgetary Reporting</i>	Sets out budgetary reporting requirements for not-for-profit entities within the General Government Sector.	1 July 2014	
AASB 2012-3 <i>Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 132)</i>	Addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 <i>Financial Instruments: Presentation</i> .	1 Jan 2014	
AASB 2013-3 <i>Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets</i>	Addresses disclosures about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal.	1 Jan 2014	

c) Agency and Territory Items

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

Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 23 – Schedule of Territory Items.

d) Comparatives

Where necessary, comparative information for the 2012–13 financial year has been reclassified to provide consistency with current year disclosures.

e) Presentation and Rounding of Amounts

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

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2013–14 as a result of management decisions.

g) Accounting Judgments and Estimates

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

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

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements. Notes that include significant judgments and estimates are:

- Employee Benefits – Note 2(r) and Note 13: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Contingent Liabilities – Note 19: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses – Note 2(o), Note 9: Receivables and Note 17: Financial Instruments.
- Depreciation and Amortisation – Note 2(k), Note 10: Property, Plant and Equipment, and Note 11: Fair Value Measurement of Non-Financial Assets.

h) Goods and Services Tax

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Balance Sheet.

Cash flows are included in the Cash Flow Statement on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified.

i) Income Recognition

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of GST. Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

Grants and Other Contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Appropriation

Output appropriation is the operating payment to each agency for the outputs they provide and is calculated as the net cost of agency outputs after taking into account funding from agency income. It does not include any allowance for major non-cash costs such as depreciation.

Commonwealth appropriation follows from the Intergovernmental Agreement on Federal Financial Relations, resulting in Specific Purpose Payments (SPPs) and National Partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on passed to the relevant agencies as Commonwealth appropriation.

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

Sale of Goods

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer;
- the agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be reliably measured;
- it is probable that the economic benefits associated with the transaction will flow to the agency; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of Services

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the entity.

Goods and Services Received Free of Charge

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

Disposal of Assets

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal. Refer also to Note 5.

Contributions of Assets

Contributions of assets and contributions to assist in the acquisition of assets, being non reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

j) Repairs and Maintenance Expense

Funding is received for repairs and maintenance works associated with agency assets as part of output revenue. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

k) Depreciation and Amortisation Expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2014	2013
Buildings	50 years	50 years
Infrastructure Assets	16–25 years	16–25 years
Plant and Equipment	10 years	10 years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

l) Cash and Deposits

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash. Cash at bank includes monies held in the Accountable Officer's Trust Account (AOTA) that are ultimately payable to the beneficial owner – refer also to Note 21.

m) Receivables

Receivables include accounts receivable and other receivables and are recognised at fair value less any allowance for impairment losses.

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 17 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

Accounts receivable are generally settled within 90 days.

n) Property, Plant and Equipment

Acquisitions

All items of property, plant and equipment with a cost, or other value, equal to or greater than \$10 000 are recognised in the year of acquisition and depreciated as outlined below. Items of property, plant and equipment below the \$10 000 threshold are expensed in the year of acquisition.

The construction cost of property, plant and equipment includes the cost of materials and direct labour, and an appropriate proportion of fixed and variable overheads.

Complex Assets

Major items of plant and equipment comprising a number of components that have different useful lives, are accounted for as separate assets. The components may be replaced during the useful life of the complex asset.

Subsequent Additional Costs

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

Construction (Work in Progress)

As part of the financial management framework, the Department of Infrastructure is responsible for managing general government capital works projects on a whole of Government basis. Therefore appropriation for all agency capital works is provided directly to the Department of Infrastructure and the cost of construction work in progress is recognised as an asset of that department. Once completed, capital works assets are transferred to the agency.

o) Revaluations and Impairment

Revaluation of Assets

Subsequent to initial recognition, assets belonging to the following classes of non-current assets are revalued with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from their fair value at reporting date:

- land;
- buildings;
- infrastructure assets.

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

Impairment of Assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent that an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 15 provides additional information in relation to the asset revaluation surplus.

p) Leased Assets

Leases under which the agency assumes substantially all the risks and rewards of ownership of an asset are classified as finance leases. Other leases are classified as operating leases.

Operating Leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives are to be recognised as a deduction of the lease expenses over the term of the lease.

q) Payables

Liabilities for accounts payable and other amounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 30 days.

r) Employee Benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the Government long-term bond rate.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave, sick leave and other leave entitlements; and
- other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government agencies, including the Department of Primary Industry and Fisheries and as such no long service leave liability is recognised in agency financial statements.

s) Superannuation

Employees' superannuation entitlements are provided through the:

- Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS);
- Commonwealth Superannuation Scheme (CSS); or
- non-government employee-nominated schemes for those employees commencing on or after 10 August 1999.

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and as such are not recognised in agency financial statements.

t) Contributions by and Distributions to Government

The agency may receive contributions from Government where the Government is acting as owner of the agency. Conversely, the agency may make distributions to Government. In accordance with the *Financial Management Act* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, Government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.

u) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 18.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

v) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits; receivables and payables.

Note 17 provides additional information on financial instruments.

w) Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities;

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3 – inputs are unobservable.

Note 11 provides additional information on fair value measurement.

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	DEVELOPMENT			MANAGEMENT			CORPORATE & GOVERNANCE			MISCELLANEOUS(a)			TOTAL		
		2014	2013		2014	2013		2014	2013		2014	2013		2014	2013	
		\$000	\$000		\$000	\$000		\$000	\$000		\$000	\$000		\$000	\$000	
INCOME																
Grants and subsidies revenue																
Current		619	875		123	-		-	-		-	-		742	875	
Appropriation																
Output		22 200	21 804		14 612	12 941		4 862	4 807		-	-		41 674	39 552	
Commonwealth		-	-		10	-		-	-		-	-		10	-	
Sales of goods and services		3 674	3 612		533	617		2 071	2 516		-	-		6 278	6 745	
Fees from Regulatory Services		-	-		893	636		-	-		-	-		893	636	
Inter-agency notional service revenue ¹	4	1 147	1 056		618	568		-	-		-	-		1 765	1 624	
Gain on disposal of assets		-	7		-	-		-	-		-	-		-	7	
Other income		1 391	1 618		639	525		21	1		-	-		2 051	2 144	
TOTAL INCOME		29 031	28 972		17 428	15 287		6 954	7 324		-	-		53 413	51 583	
EXPENSES																
Employee expenses		15 189	14 406		11 478	8 753		4 690	5 410		-	-		31 357	28 569	
Administrative expenses																
Purchases of goods and services	6	8 376	7 651		6 752	5 713		1 583	1 723		-	-		16 711	15 087	
Repairs and maintenance		3 838	3 324		474	529		-	-		-	-		4 312	3 853	
Depreciation and amortisation	10, 11	2 574	2 476		384	374		20	18		-	-		2 978	2 868	
Inter-agency notional service charge ¹		1 137	1 054		628	570		-	-		-	-		1 765	1 624	
Other administrative expenses		22	-		12	-		-	-		-	-		34	-	
Grants and subsidies expenses																
Current		1 422	1 604		725	292		3	-		-	-		2 150	1 896	
TOTAL EXPENSES		32 558	30 515		20 453	16 231		6 296	7 151		-	-		59 307	53 897	
NET SURPLUS/(DEFICIT)		(3 527)	(1 543)		(3 025)	(944)		658	173		-	-		(5 894)	(2 314)	
OTHER COMPREHENSIVE INCOME																
Comprehensive Income		3 287	-		-	-		-	-		-	(1 655)		3 287	(1 655)	
TOTAL OTHER COMPREHENSIVE INCOME		3 287	-		-	-		-	-		-	(1 655)		3 287	(1 655)	
COMPREHENSIVE RESULT		(240)	(1 543)		(3 025)	(944)		658	173		-	(1 655)		(2 607)	(3 969)	

¹ DCIS service charges.

(a) Relates to administrative restructure, component of reserve transferred to Department of Mines and Energy.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

	2014	2013
	\$000	\$000
4. GOODS AND SERVICES RECEIVED FREE OF CHARGE		
Inter-agency notional service revenue/charge (Department of Corporate and Information Services)	1 765	1 624
	1 765	1 624

5. GAIN ON DISPOSAL OF ASSETS

Net proceeds from the disposal of non-current assets	-	3
Less: Carrying value of non-current assets disposed	-	(1)
Gain on the disposal of non-current assets	-	2
Proceeds from sale of minor assets	-	5
Total Gain on Disposal of Assets	-	7

6. SALE OF GOODS AND SERVICES AND OTHER INCOME

The net surplus/(deficit) has been arrived at after crediting the following income:

Sale of Goods and Services:

Department of Mines and Energy Service Level Agreement	2 052	2 490
Water Analysis Testing	1 896	2 025
Research Farms	1 223	1 015
Livestock and Export Diagnostic Testing	114	224
Sale of Fingerlings	317	142
Northern Grazing Carbon Farming	28	113
OCPE Apprentices Program	62	86
DAFF National Surveillance	-	75
Mango Production and Supply Cambodia	-	51
Disease Risk Assessment	226	-
Other Goods and Services charges less than \$50k	360	524
	6 278	6 745

Fees from Regulatory Services

Fisheries Licence Fees/Pearl Levy	807	594
Biosecurity Fees	70	27
Veterinary Licence Fees	16	15
	893	636
Private research and development organisations	1 864	1 976
Other	187	168
	2 051	2 144

	2014	2013
	\$000	\$000

7. PURCHASES OF GOODS AND SERVICES

The net surplus/(deficit) has been arrived at after charging the following expenses:

Goods and services expenses:

Consultants ⁽¹⁾	784	198
Advertising ⁽²⁾	65	45
Marketing and promotion ⁽³⁾	97	26
Document production	52	67
Legal expenses ⁽⁴⁾	267	18
Recruitment ⁽⁵⁾	28	41
Training and study	256	226
Official duty fares	537	381
Travelling allowance	307	259
Other	14 318	13 826
	16 711	15 087

(1) Includes marketing, promotion and IT consultants.

(2) Does not include recruitment, advertising or marketing and promotion advertising.

(3) Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

(4) Includes legal fees, claim and settlement costs.

(5) Includes recruitment-related advertising costs.

8. CASH AND DEPOSITS

Cash on hand	8	14
Cash at bank	2 577	4 188
	2 585	4 202

9. RECEIVABLES

Current

Accounts receivable	607	999
Less: Allowance for impairment losses	(45)	(28)
	562	971
GST receivables	251	139
Accrued Revenue	215	118
	466	257
Total Receivables	1 028	1 228

	2014	2013
	\$000	\$000
10. PROPERTY, PLANT AND EQUIPMENT		
Land		
At fair value	30 765	29 868
	30 765	29 868
Buildings		
At fair value	128 387	126 833
Less: Accumulated depreciation	(87 085)	(84 316)
	41 302	42 517
Infrastructure		
At fair value	145	145
Less: Accumulated depreciation	(38)	(32)
	107	113
Plant and Equipment		
At fair value	7 765	6 975
Less: Accumulated depreciation	(5 103)	(4 786)
	2 662	2 189
Computer Hardware		
At cost	273	201
Less Accumulated Depreciation	(235)	(174)
	38	27
Transport Equipment		
At fair value	2 776	2 556
Less: Accumulated depreciation	(2 622)	(2 473)
	154	83
Total Property, Plant and Equipment	75 028	74 797

10. PROPERTY, PLANT AND EQUIPMENT (continued)

2014 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2013–14 is set out below:

	LAND	BUILDINGS	INFRASTRUCTURE	PLANT AND EQUIPMENT	COMPUTER HARDWARE	TRANSPORT EQUIPMENT	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2013	29 868	42 517	113	2 189	27	83	74 797
Additions	-	-	-	865	26	106	997
Depreciation	-	(2 545)	(6)	(377)	(15)	(35)	(2 978)
Additions/ (Disposals) from asset transfers	(2 533)	1 473	-	(14)	-	-	(1 074)
Revaluation increments/ (decrements)	3 430	(143)	-	-	-	-	3 287
Impairment losses	-	-	-	(1)	-	-	(1)
Carrying Amount as at 30 June 2014	30 765	41 302	107	2 662	38	154	75 028

2013 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2012–13 is set out below:

	LAND	BUILDINGS	INFRASTRUCTURE	PLANT AND EQUIPMENT	COMPUTER HARDWARE	TRANSPORT EQUIPMENT	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2012	31 358	47 997	5 531	3 087	54	116	88 143
Additions	-	457	-	261	18	-	736
Disposals	-	-	-	(1)	-	-	(1)
Depreciation	-	(2 305)	(114)	(403)	(13)	(33)	(2 868)
Additions/ (Disposals) from administrative restructuring	(1 490)	(3 632)	(5 304)	(755)	(32)	-	(11 213)
Carrying Amount as at 30 June 2013	29 868	42 517	113	2 189	27	83	74 797

11. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

a) Fair Value Hierarchy

Fair values of non-financial assets categorised by level of inputs used to compute fair value are:

2014	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL FAIR VALUE
	\$000	\$000	\$000	\$000
Asset Classes				
Land (Note 10)			30 765	30 765
Buildings (Note 10)			41 302	41 302
Infrastructure (Note 10)			107	107
Plant and Equipment (Note 10)			2 854	2 854
Total			75 028	75 028

There were no transfers between Level 1 and Levels 2 or 3 during the period.

b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value are:

	LEVEL 2	LEVEL 3
	Techniques	Techniques
Asset Classes		
Land		Cost
Buildings		Cost
Infrastructure		Cost
Plant and Equipment		Cost

There were no changes in valuation techniques during the period.

The Australian Valuation Office has provided valuations for the land, buildings and infrastructure assets.

Level 3 fair values of specialised buildings, infrastructure and plant and equipment were determined by computing their depreciated replacement costs because an active market does not exist for such facilities. The depreciated replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgment was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	LAND	BUILDINGS	INFRASTRUCTURE	PLANT & EQUIPMENT
	\$000	\$000	\$000	\$000
Fair value as at 1 July 2013	29 868	42 517	113	2 299
Additions	-	-	-	997
Depreciation	0	(2 545)	(6)	(427)
Gains/losses recognised in other comprehensive income	904	(143)	-	-
Additions/(Disposals) from asset transfers	(7)	1 473	-	(14)
Impairment losses	-	-	-	(1)
Fair value as at 30 June 2014	30 765	41 302	107	2 854

(ii) Sensitivity analysis

Unobservable inputs used in computing the fair value of assets include the historical cost and the consumed economic benefit for each asset. Given the large number of agency assets, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

	2014	2013
	\$000	\$000
12. PAYABLES		
Accounts payable	937	626
Accrued expenses	991	839
Total Payables	1 928	1 465

13. PROVISIONS

Current

Employee benefits

Recreation leave	2 407	2 322
Leave loading	473	390
Airfares	71	138
Other employee benefits	109	65
On Costs	594	539
	3 654	3 454

Non-Current

Employee benefits

Recreation Leave	1 822	1 933
	1 822	1 933
Total Provisions	5 476	5 387

The Agency employed 310 employees as at 30 June 2014 (289 employees as at 30 June 2013).

	2014	2013
	\$000	\$000
14. OTHER LIABILITIES		
Current		
Unearned Revenue	1 786	1 064
Total Other Liabilities	1 786	1 064

15. RESERVES

Asset Revaluation Surplus

(i) Nature and purpose of the asset revaluation surplus

The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.

(ii) Movements in the asset revaluation surplus

Balance as at 1 July	32 380	34 035
Increment/(Decrement) – land	904	-
Reserve transferred to Department of Mines and Energy relating to Administrative Restructuring.	-	(1 655)
Balance as at 30 June	33 284	32 380

16. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of agency 'Cash and deposits' recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.	2 585	4 202
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Reconciliation of Net Surplus/(Deficit) to Net Cash from Operating Activities

Net Surplus/(Deficit)	(5 894)	(2 314)
Depreciation and amortisation	2 978	2 868
Asset write-offs/write-downs	1	-
Asset donations/gifts	14	-
(Gain)/Loss on disposal of assets	-	(2)
R&M – Minor New Work Non Cash	61	118

Changes in assets and liabilities:

Decrease/(Increase) in receivables	201	3 464
Decrease/(Increase) in prepayments	106	320
(Decrease)/Increase in payables	464	(827)
(Decrease)/Increase in provision for employee benefits	4	(1 626)
(Decrease)/Increase in other provisions	85	(189)
(Decrease)/Increase in other liabilities	722	(3 820)
Net Cash from Operating Activities	(1 258)	(2 008)

17. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by the Department of Primary Industry and Fisheries include cash and deposits, receivables and payables. The Department of Primary Industry and Fisheries has limited exposure to financial risks as discussed below.

a) Categorisation of Financial Instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

	2014	2013
	\$000	\$000
Financial Assets		
Cash and deposits	2 585	4 202
Receivables	1 028	1 228
	3 613	5 430
Financial Liabilities		
Deposits held	186	339
Payables	1 928	1 465
	2 114	1 804

b) Credit Risk

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to Government, the agency has adopted a policy of only dealing with credit worthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Receivables

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and aging analysis of receivables is presented below.

INTERNAL RECEIVABLES	AGING OF RECEIVABLES	AGING OF IMPAIRED RECEIVABLES	NET RECEIVABLES
	\$000	\$000	\$000
2013–14			
Not overdue	106		106
Overdue for 30 to 60 days	6		6
Overdue for more than 60 days	19		19
Total	131		131
2012–13			
Not overdue	125		125
Overdue for 30 to 60 days	6		6
Overdue for more than 60 days	1		1
Total	132		132

EXTERNAL RECEIVABLES	AGING OF RECEIVABLES	AGING OF IMPAIRED RECEIVABLES	NET RECEIVABLES
	\$000	\$000	\$000
2013–14			
Not overdue	497	-	497
Overdue for 30 to 60 days	399	-	399
Overdue for more than 60 days	46	45	1
Total	942	45	897

Reconciliation of the Allowance for Impairment Losses

Opening		28	
Written off during the year		-	
Recovered during the year		-	
Increase/(Decrease) in allowance recognised in profit or loss		17	
Total		45	

2012–13

Not overdue	956	-	956
Overdue for 30 to 60 days	135	-	135
Overdue for more than 60 days	33	28	5
Total	1 124	28	1 096

Reconciliation of the Allowance for Impairment Losses

Opening		24	
Written off during the year		-	
Recovered during the year		-	
Increase/(Decrease) in allowance recognised in profit or loss		4	
Total		28	

c) Liquidity Risk

Liquidity risk is the risk that the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities. It should be noted that these values are undiscounted, and consequently totals may not reconcile to the carrying amounts presented in the Balance Sheet.

2014 Maturity analysis for financial assets and liabilities

	INTEREST BEARING				NON INTEREST BEARING	TOTAL	WEIGHTED AVERAGE
	FIXED OR VARIABLE	LESS THAN A YEAR	1 TO 5 YEARS	MORE THAN 5 YEARS			
		\$000	\$000	\$000	\$000	\$000	%
Assets							
Cash and deposits					2 585	2 585	
Receivables					1 028	1 028	
Total Financial Assets					3 613	3 613	
Liabilities							
Deposits held					186	186	
Payables					1 928	1 928	
Total Financial Liabilities					2 114	2 114	

2013 Maturity analysis for financial assets and liabilities

	INTEREST BEARING				NON INTEREST BEARING	TOTAL	WEIGHTED AVERAGE
	FIXED OR VARIABLE	LESS THAN A YEAR	1 TO 5 YEARS	MORE THAN 5 YEARS			
		\$000	\$000	\$000	\$000	\$000	%
Assets							
Cash and deposits					4 202	4 202	
Receivables					1 228	1 228	
Total Financial Assets					5 430	5 430	
Liabilities							
Deposits held					339	339	
Payables					1 465	1 465	
Total Financial Liabilities					1 804	1 804	

d) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

(i) Interest Rate Risk

The Department of Primary Industry and Fisheries is not exposed to interest rate risk as agency financial assets and financial liabilities are non-interest bearing.

(ii) Price Risk

The Department of Primary Industry and Fisheries is not exposed to price risk as it does not hold units in unit trusts.

(iii) Currency Risk

The Department of Primary Industry and Fisheries is not exposed to currency risk as it does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

e) Net Fair Value

Fair values of financial instruments categorised by level of inputs used to measure fair value are:

2014	TOTAL CARRYING AMOUNT	NET FAIR VALUE LEVEL 1	NET FAIR VALUE LEVEL 2	NET FAIR VALUE LEVEL 3	NET FAIR VALUE TOTAL
	\$000	\$000	\$000	\$000	\$000

Financial Assets

Cash and deposits	2 585	2 585			2 585
Receivables	1 028	1 028			1 028
Total Financial Assets	3 613	3 613			3 613

Financial Liabilities

Deposits held	186	186			186
Payables	1 928	1 928			1 928
Total Financial Liabilities	2 114	2 114			2 114

2013	TOTAL CARRYING AMOUNT	NET FAIR VALUE LEVEL 1	NET FAIR VALUE LEVEL 2	NET FAIR VALUE LEVEL 3	NET FAIR VALUE TOTAL
	\$000	\$000	\$000	\$000	\$000

Financial Assets

Cash and deposits	4 202	4 202			4 202
Receivables	1 228	1 228			1 228
Total Financial Assets	5 430	5 430			5 430

Financial Liabilities

Deposits held	339	339			339
Payables	1 465	1 465			1 465
Total Financial Liabilities	1 804	1 804			1 804

The net fair value of cash, receivables, deposits held and payables are based on market value.

There were no changes in valuation techniques during the period.

	2014		2013	
	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
	\$000	\$000	\$000	\$000

18. COMMITMENTS

(i) Capital Expenditure Commitments

Capital expenditure commitments primarily related to plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:

-	-	-	42
-	-	-	42

(ii) Operating Lease Commitments

The agency leases property under non-cancellable operating leases expiring at various dates. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	767	52	1 005	52
Later than one year and not later than five years	956	47	981	58
Later than five years	71	0	60	0
	1 794	99	2 046	110

(iii) Other Expenditure Commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	3 104	1 807
	3 104	1 807

19. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

a) Contingent Liabilities

The Agency was engaged in legal proceeding as at the 30 June 2014. Due to the nature of this case and the uncertainty of any potential liability, no value can be attributed to this case. In addition, the attribution of value to the case also has the potential to prejudice the outcome of the proceedings.

b) Contingent Assets

The Department of Primary Industry and Fisheries had no contingent assets as at 30 June 2014 or 30 June 2013.

20. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

21. ACCOUNTABLE OFFICER'S TRUST ACCOUNT

In accordance with section 7 of the *Financial Management Act*, an Accountable Officer's Trust Account has been established for the receipt of money to be held in trust. A summary of activity is shown below:

NATURE OF TRUST MONEY	OPENING BALANCE 1 JULY 2013	RECEIPTS	PAYMENTS	CLOSING BALANCE 30 JUNE 2014
Employee Award Scheme	17	29	1	45
Miscellaneous	33	24	33	24
BTEC	180		180	0
NT Seafood Council	109	194	186	117
	339	247	400	186

22. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

AGENCY		AGENCY		TERRITORY ITEMS		TERRITORY ITEMS	
2014	NO. OF TRANS.	2013	NO. OF TRANS.	2014	NO. OF TRANS.	2013	NO. OF TRANS.
\$000		\$000		\$000		\$000	

Write-offs, Postponements and Waivers Under the *Financial Management Act*

Represented by:

Amounts written off, postponed and waived by Delegates							
Irrecoverable amounts payable to the Territory or an agency written off	-	1	-	1			
Public property written off	1	2	-	-			
Total Written Off, Postponed and Waived by Delegates	1	3	-	2			
Gifts Under the <i>Financial Management Act</i>	14	1	-	-			
Ex Gratia Payments Under the <i>Financial Management Act</i>	224	2	650	2			

23. SCHEDULE OF TERRITORY ITEMS

The following Territory items are managed by the Department of Primary Industry and Fisheries on behalf of the Government and are recorded in the Central Holding Authority (refer Note 2(c)).

	2014	2013
	\$000	\$000
TERRITORY INCOME AND EXPENSES		
Income		
Other income	213	-
Total Income	213	-
Expenses		
Central Holding Authority income transferred	213	-
Total Expenses	213	-
Territory Income less Expenses	0	-

24. GRANTS AND SUBSIDIES

	2014	2013
	\$000	\$000
Current Grants		
Grants	2 150	1 896
Total Current Grants	2 150	1 896
Total Grants and Subsidies	2 150	1 896

Ord Stage 2 in Western
Australia – NT development
is being investigated

Appendix



Appendix

GRANTS AND SPONSORSHIPS 2013–14

Animal Welfare Fund

	EXPENDITURE \$
Animal Management in Rural and Remote Indigenous Communities Incorporated	50 000.00
RSPCA Katherine Incorporated	50 000.00
NT Cattlemen's Association Incorporated	47 400.00
RSPCA Darwin Regional Branch	25 200.00
RSPCA of Central Australia Incorporated	20 690.00
Wildcare Incorporated	4 210.00
Wildcare Incorporated Alice Springs	2 500.00
TOTAL	200 000.00

Industry Development Grants

	EXPENDITURE \$
NT Farmers Association Incorporated	270 750.00
Amateur Fishing Association of the NT	200 000.00
NT Seafood Council	180 000.00
NT Livestock Exporters Association Incorporated	75 000.00
NT Guided Fishing Industry Association Incorporated	40 000.00
TOTAL	765 750.00

Indigenous Marine Ranger Grants

	EXPENDITURE \$
Northern Land Council	180 000.00
Tiwi Land Council	60 000.00
Anindilyakwa Sea Rangers Program	60 000.00
Bawinanga Aboriginal Corporation	60 000.00
Mabunji Aboriginal Resource Association Incorporated	60 000.00
Thamarrurr Development Corporation Ltd	60 000.00
TOTAL	480 000.00

Grants

	EXPENDITURE \$
Arnhem Land Aboriginal Land Trust	213 916.00
NT Seafood Council NT Caught Program	86 250.00
TOTAL	300 166.00

Sponsorship

	EXPENDITURE \$
Department of Land Resource Management	15 650.00
ASN Events	5 000.00
Agricultural Publishers Pty Ltd	2 424.00
Royal Agricultural Show Society	1 553.00
Freds Pass Rural Show	1 500.00
Centralian Beef Breeders Association	1 100.00
Nixons X-ing Campdraft Association	1 000.00
Douglas Daly Community Development Association Incorporated	500.00
TOTAL	28 727.00

Pastoral Water Enhancement Scheme

	EXPENDITURE \$
Numery Station	20 000.00
TOTAL	20 000.00

Subsidised Interest Rate Scheme

The Australian Government's Subsidised Interest Rate Scheme is administered by the department. It provides an interest subsidy on new and extended commercial lending of up to \$300 000 for up to two years for pastoral and service businesses impacted by the temporary suspension of the live export trade.

2013–14	NUMBER OF PAYMENTS	EXPENDITURE \$
Pastoralists	59	298 010.00
Service Businesses	9	57 534.00
TOTAL	68	355 544.00
GRAND TOTAL		2 150 187.00

