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# Chief Executive's foreword



*Chris Hosking, Chief Executive*

I am thrilled to deliver the Department of Corporate and Digital Development's annual report for the year ending 30 June 2023.

This has been our first full year operating in the post-COVID world and it has been one of our biggest ever, achieving new heights right across our extensive suite of services. Far from slowing down, we have found our place in the 'new normal' and our people have been getting on with the job, delivering terrific outcomes on behalf of our clients across the span of the NT Public Service.

I must take this opportunity to publicly thank our long term Chief Executive Kathleen Robinson for her incredible contribution to our department and the Northern Territory over a career spanning more than 43 years of public service. Kathleen retired recently and I thank her for her remarkable leadership over many years and recognise her achievements in laying the foundations for the organisation that we are today.

Kathleen and I worked side by side for more than a decade and I owe her an enormous debt of gratitude. She has had a tremendous influence on DCDD, all of it good, and we will miss her very much. Thanks largely to Kathleen, our department is well positioned to take on the challenges we face, and our people are eagerly looking towards the future.

There have been many highlights for DCDD over the year that is covered by this report, too many to do justice to in a short foreword such as this. You can read all about these in the section about our Performance and Achievements.

The biggest highlight for me personally has been the employee engagement process that we undertook, providing me the opportunity to get around the whole

department, meet with all our people face to face and have a conversation about DCDD, where we have come from and where we are heading in the future.

I really enjoy taking the time to get around and talk to people, hear how they are going day to day and listen to their ideas for how we can continue strive for improvement.

The DCDD of 2023 is the most comprehensive, sophisticated central corporate services agency of any Australian jurisdiction. Bar none. Our people provide a comprehensive range of services to all NT Government agencies, and they are constantly striving to lift the bar and do better, both for our clients in agencies and for government.

You can read more about our amazing bunch of people and the great work they are doing in the section about Our People.

While our annual report is a celebration of our achievements and the terrific work done by our people, it is also our report card in terms of our stewardship of public funds. I am incredibly proud of all that we have achieved over the course of the reporting year, and it gives me great satisfaction to report that these achievements were all delivered within our allocated budget with a modest surplus at the end of the reporting period. DCDD has a proud track record of delivering 'on budget'.

As I sign off this report and reflect on all that we have accomplished together, I would like to end by recognising the people that make up DCDD. I could not be prouder of the work we have done together and what we have achieved to support our clients and the Territory community. This only happens when we all work together as a team.

I often remark to people 'what we do here is not an individual pursuit, it's a team sport'. I mean every word of this.

When we all pull together, we can achieve amazing things and I am immensely grateful to all our people in DCDD and the contribution they make every single day. I look forward to continuing to work with all our people, right across DCDD, as we work together to steer our agency to future successes.

We are strong and our future is bright.

Chris Hosking  
Chief Executive

# The department

## Vision

Our vision is to improve customer experience through exceptional services and solutions.

## Role

The Department of Corporate and Digital Development (DCDD) manages the NT Government's digital environment and supports all government departments through delivering enterprise corporate and digital services, advising departments and developing transformative solutions.

DCDD includes 2 government business divisions; NT Fleet, who manage the NT Government vehicle fleet (except Northern Territory Police, Fire and Emergency Services vehicles); and Data Centre Services (DCS), delivering core ICT infrastructure and support services to NT Government departments.

DCDD has a responsibility to provide high quality support and advice to the Minister for Corporate and Digital Development.

## Values

Our values are central to everything we do in DCDD. We are a values-based organisation and we hold ourselves to the highest standard in living by our values.

Our values shape our purpose and anchor our commitment to the way we conduct ourselves. They provide a shared understanding of the behaviours we expect of each other and how we interact with others, every day. Our values underpin how we work together to deliver our services, promote collaboration and professionalism, and they guide us in achieving our very best in everything we aspire to.

We live by our values. We are:

### **Honest**

*we tell the truth*

### **Professional**

*we work to a high standard*

### **Respectful**

*we are considerate in our interactions*

### **Accountable**

*we take responsibility for our actions*

### **Innovative**

*we commit to improving*

## Financial position

DCDD's final budget for 2022-23 was \$385.4 million (excluding the GBDs, which are separate budget entities). DCDD's expenditure of \$364.8 million was well within the department's budget. Lower spending in 2022-23 resulted from timing of the delivery of major ICT projects and some telecommunications grants. These funds have been carried forward to 2023-24 to align with the delivery timelines for these key initiatives and ensure that DCDD has the capacity where it is needed as projects achieve completion.

For a comprehensive overview of all 3 sets of financial statements, see section 6.

## Cost allocation model

The cost to deliver our services is passed on to departments via a cost allocation model, as set out in Appendix A. The model provides for calculation and distribution of service delivery costs equitably across DCDD service lines. Service usage information for each client, such as transactional volume data, is extracted from our systems with unit costs applied to determine client service charges.

Departments are notionally charged for the value of DCDD services they receive, with fees recorded in department budgets and ledgers. DCDD services are provided on a cost recovery basis to GBDs and other non-budget entities. The cost allocation model continues to be refined and is reviewed annually for inclusion in department/GBD budget forecast.

# Organisational construct

DCDD is based on our 2 primary service disciplines, Corporate Services and Digital Services, which comprise related service domains. The model is designed to reflect how our customers use our services and position us to effectively deliver on our core functions, reforms and projects.

The Office of Digital Government is the strategic digital policy arm of government while working closely to guide our service design.

Our internal business support units support the department's operations.

This structure enables DCDD to continue to deliver our services to the Northern Territory Public Sector (NTPS) while remaining adaptable and responsive to emerging changes and supporting our high-performing, results driven workforce.

Diagram 1 reflects the organisational model.

## Corporate Services

Corporate Services deliver enterprise corporate services and solutions that support standardised and centralised business support services for the people, finances, records and other corporate resources of clients.

## Digital Services

Digital Services works to improve government service delivery through an outcome driven, digital-first approach and accelerate digital opportunities to connect, enable and service the Territory through transformative digital solutions and effectively manage the NT Government's ICT environment.

## Office of Digital Government

DCDD has a digital leadership role to advance digital initiatives that support government and departments. Office of Digital Government (ODG) is the department's strategic and policy area with a focus on digital, data, and telecommunications advocacy to support government in advancing digital transformation to improve services and foster innovation and economic development.

Telecommunications is essential to underpin digital connectivity and address social disadvantage. The Australian Government has responsibility for telecommunications services and carriers have responsibility for service delivery, DCDD plays a critical strategic role to advocate for telecommunications services across the Northern Territory.

Through our co-investment programs we also actively support our remote areas to ensure Territorians can access necessary telecommunications and infrastructure.

## Data Centre Services

Data Centre Services (DCS) is the central computing hub of the NT Government's complex digital ecosystem. All NT Government computing, network activity and telephony rely on the data centre.

DCS operates 24 hours per day, 365 days per year and provides first response to interruption of ICT services.

## NT Fleet

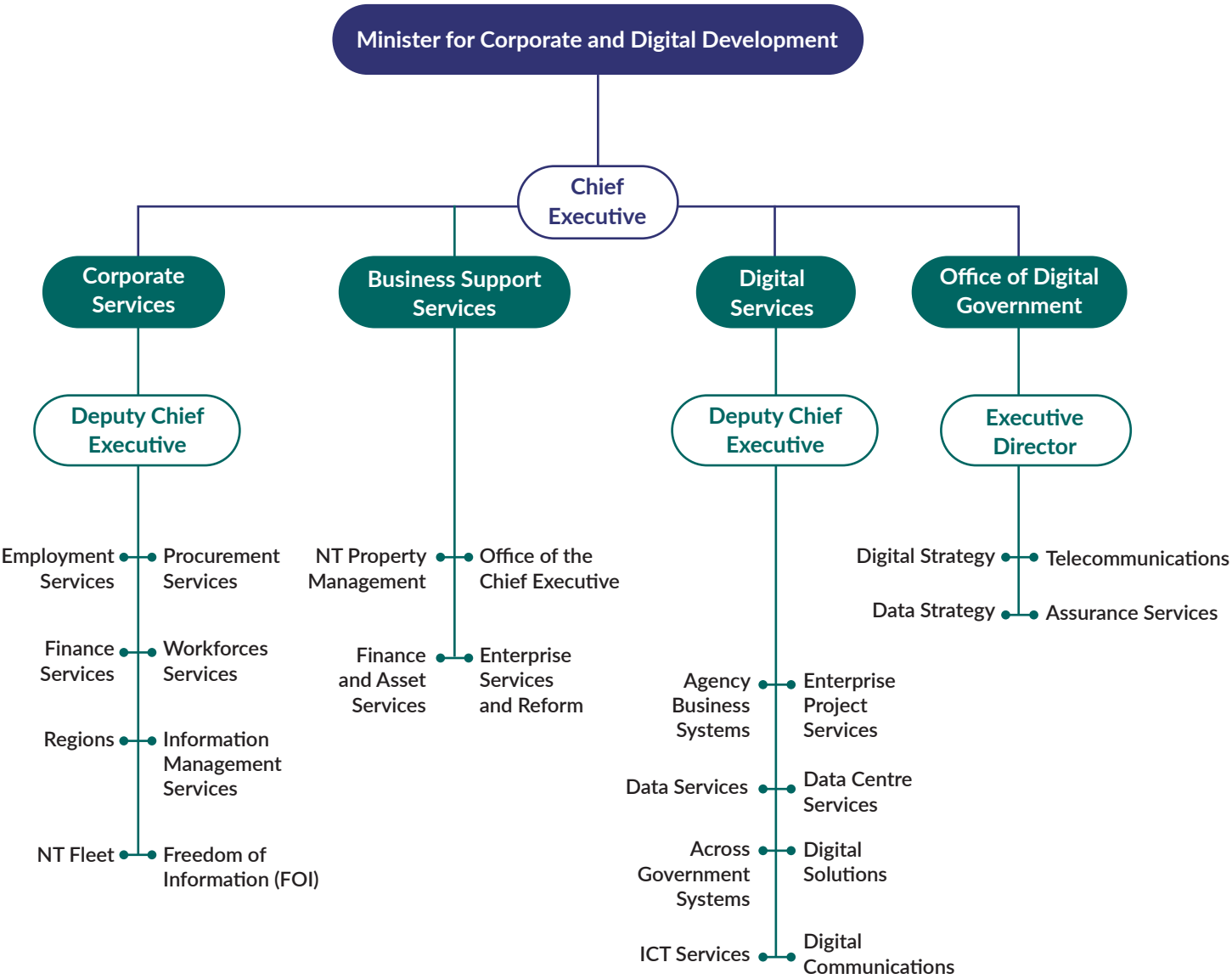
NT Fleet provides low cost, efficient, fit-for-purpose vehicles to support government business requirements, encompassing light and heavy vehicles and plant and equipment, excluding NT Police, Fire and Emergency Services vehicles.

## Our locations

DCDD has offices in Darwin, Katherine and Alice Springs. Regional corporate services are provided in Alice Springs and Katherine. Services related to vacancy advertising services, accounts receivable and payroll debt recovery are provided entirely through the Alice Springs office.



Diagram 1: DCDD organisational structure



# Legislation administered

The department is responsible for administering the *Information Act 1995* Part 9 (except Archives Management) as it relates to NT Government records management.

# DCDD strategic plan

Our Strategic Plan 2022-2024 was co-designed by working together with our people. The Plan sets down our key strategic drivers and is, in effect, a roadmap for how we plan and deliver our diverse portfolio of services.

The Plan outlines 3 strategic drivers, each one supported by 6 priority areas. The priority areas are a combination of aspirational and practical directions that the department strives towards over the life of the Plan. The Plan guides our projects and business plans and permeates throughout the department to work areas and individual goals through department performance plans.

Our Corporate Statement is a key component of our Plan and links our purpose, values and commitment to our customers to draw out how we work together, interact with clients and engage within the broader NT Government environment.

The full *DCDD Strategic Plan 2022-2024* can be found on the department's website.

**Diagram 2: DCDD Strategic Drivers**



## Stakeholders

The department interacts with a range of stakeholders, including:

- all NT Government departments and government ministers
- oversight authorities – such as the NT Auditor-General, Independent Commissioner Against Corruption, Ombudsman, NT WorkSafe
- local industry sectors – particularly the digital industry, commercial property industry and motor vehicle industry
- professional bodies – including digital, data, cyber, accounting, human resource management, procurement and information management professions
- governance groups – such as the Jobs Standing Committee, Fiscal Repair Standing Committee
- governments in other Australian jurisdictions – particularly in relation to digital and data initiatives, with interactions also across shared services, procurement and fleet management
- academia – particularly Charles Darwin University, through skills development, scholarships and collaborative projects.

# Data and digital ministers meeting

At a national level, DCDD actively works with stakeholders from other jurisdictions through the Data and Digital Ministers meeting. The purpose is on improving outcomes for customers by driving cross-government collaboration on data and digital transformation to drive smarter service delivery and improved policy outcomes. The focus has been on the following priorities:

- moving towards a seamless digital identity and verifiable credential experience for citizens
- reforming cross-jurisdictional data and digital platforms, services and protocols, including sharing of data between jurisdictions
- improving digital inclusion outcomes for all Australians, and in particular First Nations people
- transforming government services around life events.

DCDD is contributing on a national stage and represents the Minister and NT Government on a number of national data and digital working groups focusing on the above priority issues, as well as digital inclusion, cyber security, data and analytics.

# Cyber security

DCDD represents the NT Government on a range of cyber security forums, including the National Cyber Security Committee and related sub-committees and supports cyber security incident response under the Cyber Incident Management Arrangements for Australia.

Department officers also represent the NT Government on national cyber security policy and operational matters through engagement with the Australian Cyber Security Centre and Department of Home Affairs.

# Community support

DCDD is largely an internally focused operational department, there to support government entities and as such does not have a large external community focus. We do however support the community and non-government sector through the following.

# NT Fleet vehicle short term loan program

This program, run through the Community Service Obligations (CSO), is managed out of the NT Government's light vehicle fleet. The program allows community and not-for-profit organisations to hire vehicles on short-term loan arrangements. Vehicles loaned are surplus to government requirements, generally include vehicles waiting sale at auction and are from the light vehicle fleet. Details can be found at Appendix B.

# Gifted vehicles

On occasion, the NT Government will gift a vehicle to a not-for-profit organisation. Gifted vehicles are approved by the Treasurer and reported at its written down value. Details can be found at Appendix B.

# Grants and sponsorships

The NT Government has invested in telecommunications infrastructure, through co-investment programs, to address telecommunications shortfalls in remote Territory areas. Co-investment opportunities with service providers enables NT Government to enhance and expand mobile and broadband coverage in areas that would otherwise be difficult to justify on economic grounds. Appendix C provides an overview of DCDD's sponsorships and grants paid in 2022-23.

# Accommodation costs for non-government organisations

DCDD manages and administers lease agreements on behalf of NT Government departments in support of non-government organisations. Appendix D provides an overview of the value of rental paid by DCDD for the premises.

# Sustainability

The NT Government's Climate Change Response – towards 2050 is working towards a target of net zero emissions by 2050. DCDD is committed to responsible business practices which are environmentally and economically sustainable and we continue to evaluate and improve efficiency through a diverse range of measures to contribute to this target.

As a central provider of wide ranging services to the NTPS, DCDD has a shared responsibility to engage with other NTPS departments and the Office of Climate Change to ensure that NTPS assets, infrastructure and services are protected and planned for in light of changes to climate change risks and impacts.

The areas where we can assist the NT Government to reduce emissions are through:

- our management of the NT Government's vehicle fleet, increasing electric and hybrid vehicles in the government fleet, as well as charging points and stations in NT Government buildings
- energy efficiency measures in leased buildings
- digital technology providing more online services, reducing paper and transport impacts
- recycling consumables used across the department
- strategic use of virtual computing technologies to reduce the amount of hardware required to operate government's digital assets.