

Department of
CORPORATE AND DIGITAL DEVELOPMENT

Annual Report 2024-25



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Enquiries should be made to:
Department of Corporate and Digital Development

GPO Box 2391
DARWIN NT 0801

Telephone: +61 8 8999 1413
Email: dcdd.comms@nt.gov.au

Website: dcdd.nt.gov.au

Letter of Representation to the Minister

The Hon Joshua Burgoyne MLA
Minister for Corporate and Digital Development
Parliament House
DARWIN NT 0800

Dear Minister

In accordance with section 28 of the *Public Sector Employment and Management Act 1993*, I am pleased to submit the Department of Corporate and Digital Development (DCDD) 2024–25 Annual Report setting out the activities and achievements of the department.

Pursuant to the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*, I advise that to the best of my knowledge and belief:

- a. proper records of all transactions affecting DCDD are kept and employees under my control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
- b. procedures within DCDD afford proper internal control, a current description of such procedures are recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c. no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records exists
- d. in accordance with section 15 of the *Financial Management Act 1995*, the internal audit capacity available to DCDD is adequate, and the results of internal audits have been 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 the Treasurer's Directions
- f. Employment Instructions issued by the Commissioner for Public Employment have been satisfied
- g. DCDD is working in compliance with the archives and records management provisions as prescribed in Part 9 of the *Information Act 2002*.

Yours sincerely



Catherine Weber
Chief Executive
30 September 2025

Acknowledgement of Country

The Department of Corporate and Digital Development respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the First Nations people of this country. We acknowledge the continuing connection to lands, waters and communities, and the evolving cultures of all our First Nations peoples. We pay our deepest respects to all Aboriginal and Torres Strait Islander cultures, and to their leaders - past, present and emerging.

While this report uses the term 'Aboriginal', we respectfully acknowledge that Torres Strait Islander peoples are First Nations people living in the Territory. Therefore, strategies, services and outcomes relating to 'Aboriginal' Territorians should be read to include both Aboriginal and Torres Strait Islander Territorians.

The Department of Corporate and Digital Development (DCDD) displays acknowledgement posters throughout our buildings, featuring artwork created by local artist Cian Mungati McCue, through Moogie Down Productions, a descendant of the Larrakia, Yanyuwa and Mulluk-mulluk people.

The artwork, inspired by Cian's Top End heritage, incorporates traditional line art, green ants, and *pandanus spiralis*—a species unique to Northern Australia—captured from a reference image taken at Binybara (Lee Point).

This visual representation reflects DCDD's ongoing commitment to creating welcoming, respectful, and culturally safe workplaces for all of our staff. Through initiatives like this, we continue to foster inclusion, recognition, and respect across our agency.

Purpose of the report

DCDD's 2024–25 Annual Report has been prepared in accordance with the annual reporting requirements outlined in Section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA), the *Financial Management Act 1995* (FMA) and the *Information Act 2002*. It describes the objectives, performance and operations over the past 12 months and highlights our achievements.

The report is tabled by the Minister for Corporate and Digital Development in the Northern Territory Legislative Assembly as DCDD's major accountability document. It includes financial statements for the department and its 2 government business divisions (GBDs) for the year ending 30 June 2025.

Related reporting

NT Fleet and Data Centre Services are GBDs established under the FMA and determined by the Treasurer.

Under the FMA, financial statements for the GBDs must be prepared separately, based on commercial accounting principles, audited by the Auditor-General and released to the Minister for tabling in the Legislative Assembly. These financial statements, along with the department's financial statements, can be found in section 7 of this report.

In all other aspects, data in this report, such as staffing data, includes the GBDs, unless otherwise noted.

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Chief Executive foreword



I am pleased to present the Annual Report for the Department of Corporate and Digital Development (DCDD) for 2024–25.

This has been my first year as Chief Executive, and it has provided a valuable opportunity to build relationships, strengthen my

understanding of the agency and support its continued growth. Over the past year, I've visited all DCDD buildings and regions, engaging with staff who are highly skilled and passionate about their work. These interactions have given me a clear view of the depth and diversity of services we deliver across the Northern Territory Government.

As a central agency, DCDD plays a vital role in enabling government operations by delivering essential support to agencies. I am fortunate to work alongside a team committed to delivering high quality services and driving continuous improvement across the public sector.

A key milestone this year was the launch of the DCDD Strategic Plan 2024–2028, developed through extensive consultation with staff across the agency. The plan outlines our vision to be a trusted and valued partner in government, and our purpose to deliver specialised services, advice, and solutions that empower our customers to succeed. These principles are now embedded in our planning and operations, guiding our priorities and strengthening collaboration across the agency. The plan provides a clear framework for how we deliver, drive innovation, and support the evolving needs of government.

This year, DCDD played a leading role in implementing significant Government structural reforms. These included the establishment of new agencies and the complex transition of ICT systems, functions, and accommodation requirements. This work demonstrated our capability and leadership across the public sector.

We contributed to the Government's agenda of reducing crime, rebuilding the economy, and restoring the Territory lifestyle, while progressing major initiatives across our portfolio. These included initiating a major project for a new student-centric ICT system with the Department of Education and Training, continuing to implement Acacia with the Department of Health, advancing the use of artificial intelligence and digitisation of services, and completing the Government's election commitment to install mobile services at Canteen Creek. We also progressed digital inclusion initiatives to improve connectivity and access across the Territory and advocated for Territorians with the Commonwealth and telecommunications providers.

DCDD also played a key role in supporting workforce-related initiatives. We processed pay and entitlements and worked closely with the Office of the Commissioner for Public Employment to support the negotiation of new enterprise agreements. Our teams also supported change management processes to provide continuity and support for agencies during periods of change.

We implemented over 20 service development projects across the agency, with a focus on process enhancements and automation across all business areas to strengthen our service provision. This annual program reflects our commitment to innovation and service excellence, ensuring we continue to evolve and meet the needs of our customers.

Looking ahead, we are progressing the digital driver licence initiative with the Department of Logistics and Infrastructure, finalising a digital strategy for Government, and supporting procurement reforms to improve efficiency and transparency. These initiatives will further strengthen our capability and responsiveness as a central agency.

There have been many accomplishments, far too many across DCDD this year to capture in this introduction, and each contribution has been valued. I want to thank all staff for their dedication, professionalism and commitment to delivering expert, high quality services to our customers.

I look forward to achieving DCDD's vision of being a trusted and valued partner in government.



Catherine Weber
Chief Executive

30 September 2025

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The department

About us

The Department of Corporate and Digital Development (DCDD) is a central agency supporting the effective operations of the Northern Territory Government (NTG). With offices in Darwin, Katherine and Alice Springs, DCDD delivers specialised corporate and digital services across the public sector, enabling agencies to focus on their core business and frontline service delivery.

We work in close partnership with our customers to provide innovative and responsive solutions aligned with government priorities. Our broad portfolio spans critical transactional services, strategic advice, digital tools and advocating for improved telecommunications access across the Territory to enhance digital connectivity.

By embracing digitisation, automation and artificial intelligence, we are leveraging technologies to continuously innovate and improve. We are building a more connected public sector, underpinned by secure, scalable systems designed to meet the evolving needs of government.

Our functions

Corporate Services – delivers a wide range of essential services that support daily operations of government agencies, ranging from high-volume transactional processing to strategic service delivery and advisory services, covering functions such as payroll, finance, procurement, property leasing, records, freedom of information (FOI), recruitment, training and workforce services. By offering standardised and efficient corporate support, agencies can focus on their primary responsibilities.

Digital Services – provides the digital infrastructure and capabilities that enable technology-driven service delivery across government. This includes secure information and communications technology, workplace technologies, digital platforms, cyber security and digital projects. The division plays a key role in reforming government systems, enhancing digital connectivity and driving digital transformation. It also leads whole of government digital and data strategy, policy, data services and ICT governance.

NT Fleet – supplies cost-effective, fit-for-purpose vehicles, including electric and hybrid options, and equipment to meet agency needs across the Territory (excluding NT Police Force and NT Fire and Emergency Services). As a Government Business Division (GBD), it manages procurement, maintenance and disposal of vehicles and operates on a cost recovery basis.

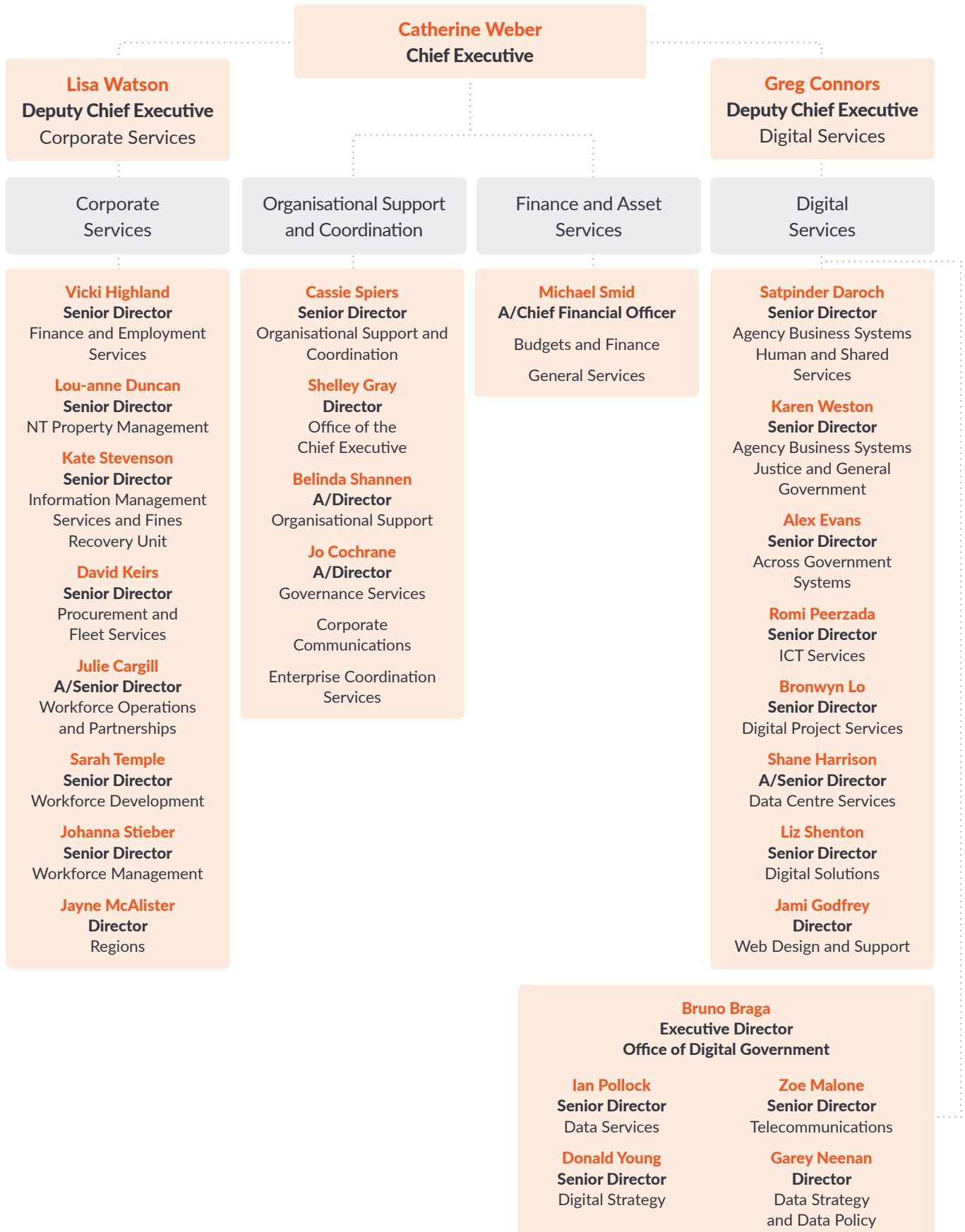
Data Centre Services – operates secure, purpose-built facilities that support computing, network, and telephony services for the whole of government. As a GBD, it manages core infrastructure enabling reliable, 24/7 digital operations.

Organisational Support and Coordination – provides internal services that support departmental operations and whole of government programs, including executive support, planning and reporting, governance, communications, HR administration, work health and safety and strategic coordination for DCDD as an agency.

Finance and Asset Services – delivers strategic financial management and operational support including budgeting, accounting, asset management, and coordination of general services such as building maintenance, office relocations, and procurement support for DCDD as an agency.

The department

Our structure



Structural changes during the year

To strengthen internal operations and enhance service delivery, DCDD implemented the following changes during the reporting period:

- transferred the Fines Recovery Unit from the Attorney-General's Department into the agency following the Administrative Arrangements Order in September 2024
- incorporated workforce services and information management teams from Northern Territory Police Force into the DCDD shared services model
- transitioned the Office of Digital Government into the Digital Services division streamlining digital strategy, ICT governance and digital transformation
- integrated Data Services with the Office of Digital Government to improve strategic alignment, efficiency and service integration
- realigned NT Property Management within the Corporate Services division to better integrate operational support functions
- co-located NT Fleet with Procurement Services, in terms of both leadership and location
- established a dedicated Organisational Support and Coordination division to focus on internal corporate service lines to strengthen DCDD's capability and performance as an agency, as well as coordinating enterprise reforms.

Strategic Plan

In February 2025, DCDD launched its Strategic Plan 2024–2028, setting a clear and ambitious direction for the next 4 years. The plan is designed to support government priorities, and is built on 3 key goals:

- enabling government priorities
- engaging our customers
- evolving our business.

Developed through extensive consultation and shaped by staff feedback, the plan reflects our collective vision and priorities of our teams. It defines our vision to be a trusted and valued partner in government, and our purpose to deliver specialised services, advice and solutions that empower our customers to succeed.

The goals build on our strengths and foster collaboration across the agency to deliver smarter, more responsive services for the Northern Territory community.



Our Vision

A trusted and valued partner in government.

Our Purpose

To deliver specialised services, advice and solutions that empower our customers to succeed.

Our Values

Commitment to service: we work together with a 'can do' attitude delivering on the commitments in our Customer Charter.

Our Goals

ENABLING

government priorities

Services and solutions that enable the delivery of government priorities

- Partner with agencies in meeting their responsibilities for delivering government priorities.
- Simplify systems and processes making it easier for the public to interact and conduct business with government.
- Provide end to end services and solutions with a focus on innovation and service development.
- Create, refine and reform government systems that enable agencies to optimise efficiency and service outcomes.
- Support government priorities by leading, governing and facilitating effective information sharing across agencies.

ENGAGING

our customers

Expert advice, tools and partnerships through the OneNTG model that empower our customers

- Support corporate and digital transformational capability in agencies.
- Use our expertise to grow public sector capability in partnership with agencies.
- Work in partnership with customers to develop, refine and reform government systems.
- Leverage digitisation, automation and artificial intelligence through continuous improvement initiatives.
- Protect government systems and data to ensure continuity of services.
- Advocate for better connectivity and pursue digital development to benefit all Territorians.

EVOLVING

our business

A skilled and valued workforce, with a culture of working together and collaborating across teams

- Foster a healthy, inclusive and diverse workplace that creates a positive environment for our people.
- Maintain and grow expertise to empower an agile, high-performing workforce with a culture of continuous learning.
- Focus on delivering excellence, knowing our customers and improving partnerships.
- Strengthen our regional presence and capability to better support our people and our customers in the regions.
- Reduce silos and strengthen our services, internal processes and systems to better collaborate and connect across our teams.

Innovation: we embrace bold ideas and problem solving to deliver meaningful solutions.

Ethical practice: we hold ourselves to the highest standards of conduct, transparency and honesty.

Accountability: we are professional and take responsibility for our own actions, behaviour and work.

Impartiality: we are fair and balanced in our advice, decision making and dealings with others.

Diversity: we embrace differences and value the unique perspectives that everyone brings to our agency.

Respect: we respect each other and our customers at all times.

Finances

DCDD's final budget for 2024–25 was \$442 million, while expenditure totalled \$435 million (noting the GBDs operate as separate budget entities).

Overviews and financial statements for the 3 entities are provided in section 7.

The cost of delivering services is recovered from agencies through a cost allocation model, detailed in Appendix A.

Administered legislation

DCDD is responsible for administering the following legislation:

- *Information Act 2002 Part 9* (except provisions about archives management) as it relates to NTG records management
- *Fines and Penalties (Recovery) Act 2001* which relates to recovery of fines and penalties and associated enforcement activities.

Community support

While DCDD's primary focus is on supporting government operations, we also contributed to the community:

- accommodation assistance was provided to 36 non-government organisations, totalling over \$3 million
- short-term vehicle loans were provided to 32 organisations supporting community events, valued at over \$328,000. This program will conclude at the end of 2025
- grants and sponsorships were delivered to support a range of initiatives, as outlined in Appendix C.

Sustainability

DCDD is committed to sustainable and responsible business practices, with a focus on reducing emissions and minimising our environmental footprint. Key initiatives include:

- expanding our electric and hybrid vehicle fleet
- improving energy efficiency in leased office spaces and promoting alternative transport through upgraded end-of-trip facilities
- embracing digital solutions such as online services, digital forms, and virtual meetings to reduce paper use and travel
- minimising waste through improved recycling of consumables and the adoption of virtual computing to limit hardware needs
- generating solar energy at the Government Data Centre providing around 10% of the centre's total power needs.

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Our customers

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Our customers

The Department of Corporate and Digital Development (DCDD) is committed to delivering expert advice and reliable services that create a seamless experience for our customers across the NTG. We achieve this by working in partnership with agencies to deliver tailored products and more than 50 enterprise-wide services that meet diverse needs and align with government priorities.

We continually invest in technology and systems to enhance the digital experience, while supporting agencies with strategic tools and expertise that drive corporate and digital transformation. An annual program of service development focuses on process and automation improvements in all business areas, implementing the DCDD value of innovation, and striving for service excellence for our customers.

National representation

DCDD represents the NTG and the Minister in national forums and working groups focused on data, digital transformation and inclusion, and cyber security. We contribute to cross-jurisdictional collaboration through the Data and Digital Ministers Meeting, and chair the Digital Inclusion Working Group under its auspices. In addition, DCDD plays a key leadership role in national cyber security coordination as co-chair of the National Cyber Security Committee.

We represent the Territory on committees and work closely with agencies such as the Australian Signals Directorate (ASD) and the Department of Home Affairs across cyber security operations, policy, strategy, incident response coordination, and awareness. We also support industry development through partnerships, including cyber security training initiatives with ASD and Charles Darwin University.

DCDD collaborates with national agencies and jurisdictions to strengthen protections for identity and standardise verifiable credentials and digital identity solutions, including digital driver licences. We contribute to data-sharing initiatives that support government priorities such as crime reduction and responses to domestic and family violence, and participate in national digital working groups across education, children and families, and health sectors.

Frameworks

Our approach to customer service is guided by key frameworks:

- **OneNTG Principles** – promote a unified public sector focused on collaboration and continuous improvement.
- **Enterprise Services Framework** – guides strategic and operational decisions, aligning service delivery with government policy and agency needs.
- **Customer Charter** – outlines DCDD's 4 core commitments to delivering reliable services, listening to customers, respecting their needs and creating better experiences.

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Performance and achievements

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Corporate support development

Workforce services

Provide workforce decision support, human capital initiatives and advice to assist agencies to manage their workforce, including human resource case management and training.

The business functions supporting this output through enterprise-wide human resource service delivery models and advice are workforce development, workforce management, and workforce operations and partnerships.

Key statistics in 2024–25

Workforce Services Support:

- processed 11,060 online human resource forms
- resolved 91% of first level human resource queries within 16 hours
- resolved 27,594 first level human resource queries in total.

Coordinated the whole of government 2025 flu vaccination program, with 2,480 NTPS employees participating. Vaccination hubs were established in Darwin, Palmerston, Casuarina, Millner, Alice Springs, and Katherine.

383 participants selected across 5 early careers programs were supported in collaboration with 18 agencies.

23,771 individuals recorded a total of 109,000 course completions.

Delivered 47 virtual HR Skill Up sessions, comprising 24 manager series and 23 staff series sessions. A total of 7,413 NTPS employees participated in the live sessions.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Average days taken to resolve human resource matters	60%	72%	≤92%
Participants in whole of government early careers programs	371	383	390
NTPS employees training programs offered through DCDD	18,000	23,771	≥18,000

Key achievements in 2024–25

Released the OneNTG Policy Library, providing a comprehensive suite of OneNTG human resource policy documents for use by all NTG employees.	Established the Structure Alignment Services (SAS) unit, supporting agencies in maintaining accurate and functional organisational structures, reporting lines, and position data, and advice on the placement of unattached and supernumerary employees.
Implemented the work experience program, strengthening connections with secondary schools, promoting NTG job opportunities and boosting student participation in early careers programs.	Successfully launched MyForms, a centralised digital platform that streamlines HR processes and enhances staff visibility and control over submissions.

Performance and achievements

Key achievements in 2024–25

Commenced an organisational design advisory service, assisting agencies to align their organisational structures with the delivery of their strategic priorities.

Introduced the Emerging Leaders Program and procured the Senior Leaders Program, providing opportunities to enhance leadership capability and foster cross-agency networks.

Launched the Succession Planning Toolkit, enabling agencies to build a sustainable workforce and manage risks associated with critical position vacancies.

Developed the Strategic Workforce Reporting Tool, featuring a data catalogue and scorecards that help agencies monitor progress against their workforce strategies, demonstrate the impact of initiatives over time, and streamline administrative reporting processes.

Future priorities 2025–26

Review the probation process to support managers and reduce the number of employees being confirmed without completing appropriate probation assessment. Automate confirmation letters to reduce manual administration.

Pilot a virtual workforce services assistant (chatbot or live chat) to handle first level HR queries.

Develop a Culture Framework to help agencies identify key cultural focus areas and connect them with actions, resources, and services to improve workplace culture and align behaviours to NTPS values.

Support agencies and the Office of the Commissioner for Public Employment with bargaining for various enterprise agreements expiring during the year.

Upgrade the OneNTG Learning Management System in partnership with Across Government Systems delivering an improved client interface and enhanced learning management capabilities.



Corporate support development

Employment services

Deliver end-to-end enterprise employment operations and advisory services that support the employment of staff across government, including payroll processing.

The business functions supporting this output through enterprise-wide employment service delivery models and advice are payroll services, employment actions, employee benefits, and assurance and process improvement.

Key statistics in 2024-25

Processed almost 1.5 million payroll transactions, ensuring timely payments across the public sector.

Each payroll officer processed about 17,000 transactions.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Payroll transactions processed		1 480 436	
Payroll client queries resolved on first contact ¹			70%
Days to activate new employees on payroll system (average)	≤ 4	4	≤ 4

¹ New measure commencing 1 July 2025.

Key achievements in 2024-25

Continued delivery and investment in automation to drive improvements in timeliness and accuracy, and enable staff to manage requests through online HR systems.	Enhanced reporting to provide agencies with tools to track recruitment activities, manage onboarding and maintain visibility during periods of high-volume recruitment.
Introduced a unique identifier for employee records, allowing multiple employment engagements to be linked, supporting faster re-engagement, improved reporting and accreditation processes.	Implemented a bulk remediation payment process to ensure timely and accurate payments for current employees, reducing manual processing risks.
Processed the Teachers Enterprise Agreement, including processing of associated employee entitlements.	

Future priorities 2025-26

Continue support for enterprise agreements as they are negotiated and finalised, ensuring timely payment processes for eligible employees.	Increase system automation for processing leave in line with current employment conditions, reducing manual requirements and ensuring a more timely experience for employees.
Improve processes to comply with Australian Taxation Office obligations, particularly Single Touch Payroll.	Enable automated transitions where employees change positions, ensuring only eligible allowances continue and preventing over or underpayments.

Corporate support development

Procurement services

Coordinate procurement and contract administration services, advice and management of across-government contracts, enabling agencies to source the supplies needed for their business operations.

The business functions supporting this output through enterprise-wide service delivery models and advice are agency procurement services, across government contracts, and contract and procurement services.

Key statistics in 2024–25

479 requests for tenders/quotations were advertised, attracting 2,709 responses, and resulting in 638 contracts awarded to the value of \$1.25 billion.

609 procurement activities were supported, including 57 Tier 4 and Tier 5 tenders, and 1,301 contract amendments with agencies.

7 across government contracts were awarded, including consolidating aerial work operations and air charter services into one contract.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Across-government contractors managed ¹	265	263	
Client procurements facilitated ²	720	609	
Days to process tender documents (average)	3	2.9	≤3
Across-government contracts – annual contractor performance reviews ³			250

¹ Measure ceased 1 July 2025 and replaced with annual contractor performance reviews.

² Measure ceased 1 July 2025 with new indicator to be developed. Variance due to client requirements and resource capacity.

³ New measure commenced 1 July 2025.

Key achievements in 2024–25

Expanded the suite of 'how to' videos releasing 4 new videos covering across government contracts and information management within the NTGProcure Content Manager dataset.

Developed and released a tender for a new across government contract for recruitment services to support agencies source quality candidates.

Awarded 7 across government contracts, including a new consolidated panel for aerial work operations and air charter services, streamlining service delivery.

Reviewed low value quotation processes resulting in a range of actions to support amended processes and practices delivered through procurement reforms.

Future priorities 2025–26

Deliver proposals and system enhancements to support procurement reforms aimed at modernising the Procurement Framework and making it easier for tenderers and suppliers to do business with government.

Continue expanding the series of self-service 'how to' videos to support and enhance procurement practices across the NTG.

Award the new across government contract for recruitment services to support recruitment of executives, board members and industry specific roles.

Support agencies with training, advice, and improved processes such as system automation in implementing procurement reforms.

Corporate support development

Information management services

Provide professional information and records management services that support agencies to manage their business records and deliver expert freedom of information (FOI) services to applicants and agencies.

The business functions in this output are records management, help desk services, records appraisal, sentencing and disposal, training development and delivery, and FOI services.

Key statistics in 2024-25

- Managed over 50 million records in TRM, the NTG’s electronic records management system.

- 18,500 TRM users supported across 22 datasets.

- Over 31,000 service requests resolved.

- 580,000 records migrated related to machinery of government changes in 2024.

- 4,457 online and 1,047 face to face training participants, an increase of over 37%.

- Over 49,000 mail pick-ups and deliveries.

- Over 2.3 million records managed in secondary storage.

- Nearly 23,000 images digitised.

- Over 1,900 FOI applications managed.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Days to process information management service requests	2	1.9	≤ 2
Applications made under the <i>Information Act 2002</i> finalised within statutory timeframes	95%	95%	≥ 95%

Key achievements in 2024-25

Published the Information Management Services Strategy 2024-2028 to guide the future direction of Information Management Services and prioritise enhanced service delivery for client agencies.	Updated the Records Management Capability Framework for NTG employees, supporting capability development and stronger record management practices.
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Future priorities 2025-26

Complete the major records migrations required following machinery of government changes in 2024 and establish shared TRM datasets for client agencies, improving records security and accessibility.	Establish a centralised privacy advisory service for client agencies to improve privacy practices across government and increase public confidence in the NTG’s handling of personal information.
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Corporate support development

Finance services

Provide enterprise finance operations, development initiatives and advisory services that support government and agencies to manage their financial resources.

The business functions supporting this output through enterprise-wide service delivery models and advice are accounts payable, accounts receivable, banking and card administration, reconciliations and cash payment facilities, taxation services, and asset and ledger services.

Key statistics in 2024-25

Managed over 1,200 corporate credit cards, providing secure and modern payment solutions for NTPS employees and suppliers.

Analysed more than 160,000 fringe benefits tax (FBT) transactions to ensure correct FBT treatment across the public sector.

Processed 539,000 payments on behalf of agencies, achieving an on-time payment accuracy rate of 99.98%, supporting efficient operations and maintaining strong relationships with suppliers and agencies.

Of salary overpayment cases, 83% (\$9.41 million) were fully recovered or referred to debt management, 12% (\$1.26 million) are under payment plans, and 6% (\$0.83 million) are pending recovery.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Payments processed		538,971	
Payments processing accuracy	100%	99.98%	100%
Debts processed		213,208	
Days to collect debts (average) ¹	60	68	≤55

¹ The variation in 2024-25 reflects agency debt management decisions.

Key achievements in 2024-25

Digitised FBT employee declaration requirements, improving compliance, maximising concession eligibility, and reducing year-end processing.

Published a suite of corporate taxation guidance advices, providing consistent advice to support compliance across government.

Established a monitoring system to support compliance with updated Treasurer's Directions on debt recovery, enabling timely tracking of reminders and follow-ups within extended timeframes.

Deployed an SMS and bulk email system to improve efficiency in managing overdue invoices reminders.

Future priorities 2025-26

Prepare for future banking technology and industry practices, enabling faster, more secure payments for agencies and recipients.

Implement a digital supplier vendor form, incorporating digital multi-factor authentication to strengthen fraud safeguards and improve the security of supplier details.

Further enhance NTG debt management to improve efficiency and the collection of overdue debt.

Corporate support development

Property leasing services

Deliver property leasing and tenancy management services, development initiatives and advice to meet the accommodation requirements of agencies.

The business functions supporting this output through enterprise-wide service delivery models and advice are property leasing, property services and leasing advice.

Key statistics in 2024-25

- Processed 1,456 maintenance work orders to ensure leased accommodation remains in good repair.

- Managed 234,258 m² of leased accommodation on behalf of government.

- Managed 164 lease contracts to provide modern and contemporary workplaces for agencies.

- Managed 12 contractors to provide cleaning, waste and security services to leased accommodation.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Leased accommodation occupancy density (m ² /FTE)	15.0	14.47	15.5
Unallocated net lettable area ¹	≤ 0.3%	≤ 0.4%	≤ 0.4%

¹ The increase in the 2025-26 target includes additional allowance for decant accommodation during refurbishments.

Key achievements in 2024-25

- Concluded the Leased Property Stimulus Scheme with 33 projects delivered across the NT, generating approximately \$80 million in capital works to support local businesses and jobs.

Developed the accommodation plan to assist with machinery of government changes and implemented all agency relocations to allow agencies to effectively deliver on Government's priorities in consolidated workspaces.

- Continued working with NT Fleet and Department of Logistics and Infrastructure to deliver electric vehicle charging infrastructure in key locations to support the use of electric vehicles in the government fleet.

Future priorities 2025-26

- Review and update NTG standard lease provisions, including engagement with the Government Property Group and the Property Council of Australia to ensure government's lease terms and conditions are contemporary and in line with current market parameters.

Finalise fitout design for the Alice Plaza refurbishment project and commence works to provide a modern and contemporary workspace for agencies in Alice Springs and a single service centre for the delivery of business-related government transactions to the public.

Corporate support development

Fines recovery unit

Administers court fines and infringement notice penalties and undertakes enforcement actions to collect unpaid fines and penalties once they are overdue.

Key statistics in 2024–25

Over 31,000 enforcement orders issued for unpaid and overdue fines and penalties.

5,900 sanctions applied to fine defaulters.

10,400 voluntary time to pay arrangements entered into with 5,700 successfully finalised.

49,600 fines and penalties paid in full, reflecting strong commitment to close outstanding matters.

7,944 infringements enforced on behalf of external issuing agencies.

35,662 client and stakeholder emails received, seeking assistance with fine-related matters.

39,336 inbound calls received, contributing significantly to resolving fines debts and revenue recovery.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Fines and penalties collection rate ¹	85%	73%	≥85%
Fines and penalties clearance rate ²	85%	84%	N/A

¹ Measure based on the dollar value of debts payable to Fines Recovery Unit (FRU) compared to the dollar value of debts collected by FRU. Enforcement ceased for 6 months in the first half of 2024–25 while legislative change was implemented, resulting in a lower than usual collection rate.

² Measure based on finalising (satisfaction in full) the total number of fines and penalties compared to total number issued in a 12-month period. Because this includes payment of fines issued in previous years, it is possible for this figure to exceed 100% in periods where fewer fines are issued. Discontinued key performance indicator.

Key achievements in 2024–25

Legislative amendments were introduced to strengthen FRU’s enforcement functions and enhance its reputation as an effective enforcement body for the Territory.

Standardised FRU front counter services at courthouses with the Attorney-General’s Department, ensuring consistent service delivery for Territorians in key population centres.

Recommended issuing Community Work Orders through streamlined processes, to offer an alternative for those unable to pay their fine/s on time.

Future priorities 2025–26

Implement new payment options for FRU clients by introducing the online PayTo system.

Collaborate with Community Corrections to increase the number of Community Work Orders issued in regional and remote communities.

Increase automation to drive greater efficiencies in processing and enforcing fines and penalties.

Digital government development

ICT network services

Operation and oversight of government’s ICT network, enterprise architecture, cyber security operations and sourcing of ICT services to manage and sustain government’s digital ecosystem.

The business functions supporting this output through enterprise-wide service delivery are ICT service management, ICT project management, ICT enterprise architecture, ICT sourcing, ICT network and telephony services, cyber security, cyber resilience and ICT service delivery.

Key statistics in 2024–25

- 105 million emails reviewed at the NTG gateway, with 73.4% or 77.6 million blocked.
- Maintained almost 25,000 laptops, workstations and tablets across the NTG.
- 109 ICT service projects completed during the year, including 64 multi-year projects.
- 283,108 ICT service requests logged by NTG users with 92.6% completed.
- 14 cyber security awareness sessions delivered to NTG employees.
- 8 cyber security awareness sessions delivered to the general public, with 3,210 participants.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
ICT Service Centre queries resolved on first contact	70%	76%	≥ 70%

Key achievements in 2024–25

Enhanced digital connectivity for 143 schools across the Northern Territory by completing the Schools Connectivity Uplift program in partnership with the Department of Education and Training (DET).	Deployed Microsoft Office 365 across NTG, ensuring continued vendor support, enabling collaboration through standardised software and preparing for integration with artificial intelligence tools.
Improved remote connectivity by deploying Low Earth Orbit satellite services and vehicle-based solutions to police, health and education sites.	Facilitated NT’s first participation in the national PECAN+ Capture the Flag student cyber security competition, enabling Territory students to develop technical cyber security defence skills on a national stage.
Led national cyber security efforts, including co-chairing the National Cyber Security Committee and chairing its Policy Sub-Committee.	Engaged industry through workshops, concept papers and consultation on draft tender scopes, resulting in the award of 5 ICT services contracts.
Participated in cyber security incident exercises with national partners to strengthen preparedness.	

Future priorities 2025–26

Deploy Windows 11 across NTG, ensuring devices meet requirements for biometric functionality, maintain vendor support and enable access to security features.	Implement Cyber Invest business grants to support small to medium businesses to invest in cyber security and strengthen their protections.
Complete the cyber security review of local government organisations across the Territory, helping them understand their cyber security exposure and steps they can take to strengthen their cyber resilience.	Launch the CyberNT website to provide Territorians with trusted guidance and awareness resources relating to cyber security.
Upgrade and improve school network infrastructure, in partnership with DET to enhance resilience.	

Digital government development

Agency business systems and support services

Deliver systems administration and support services, improvement initiatives, digital solutions and technical advice to manage digital systems that support agencies to deliver their services to the community.

The business functions supporting this output through enterprise-wide service delivery are systems management and system operations.

Key statistics in 2024–25

10,520 incidents raised with 10,282 (97%) resolved and closed, ensuring agency business systems continue to meet operational requirements.

112,329 service requests raised with 110,504 (98%) resolved and closed.

2,274 participants attended training sessions for a range of business systems including police constables and auxiliary recruits, Aboriginal liaison officers, correctional custodial and community correctional officers.

890 instructor-led training sessions were delivered by the Human and Shared Services division, supporting frontline workers, health staff, executives and administrative staff in health and education.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Availability of core agency business systems	98%	98%	≥99%

Key achievements in 2024–25

In collaboration with Department of Logistics and Infrastructure, developed and implemented the new Bus Tracker application providing improved services for public transport customers.	Implemented system components of the election commitments relating to Motor Vehicle Registry, including the 1-year free driver licence and a freeze on car registrations.
Provided technical support to the NT Electoral Commission for the 2024 NT Legislative Assembly elections.	Delivered significant changes, including automation, to a major Department of Corrections system to improve service delivery.
Implemented a new case management system for the Director of Public Prosecutions and NT WorkSafe, improving service delivery.	Assisted with updates to multiple justice systems to support requirements of the government’s reducing crime legislative reforms.
Delivered enhancements to the Business Customer Relationship Management system to support business and industry. These included a new template for the business confidence survey, major development for investment pipeline activities, system integration and other system related upgrades and modifications.	Supported transition activities for the Acacia solution in health to move into operational support, with a handover in late 2025.

Key achievements in 2024-25

Released multiple updates to the CARE system, improving the case management, finance and reporting capabilities for Department of Children and Families (DCF).

Performed high-level machinery of government changes across multiple systems to accommodate newly formed agencies and employee access to applications.

In collaboration with Department of Treasury and Finance, implemented system changes relating to lower payroll taxes for 1 July 2025 start.

Future priorities 2025-26

Deliver the Joint Emergency Services Communications Centre (JESCC) digital uplift and server relocation project in collaboration with NT Police Force.

Finalise implementation of the information technology system for trailer registrations in collaboration with the Department of Logistics and Infrastructure (DLI).

Assist with modifications to the Bus Tracker application.

Continue working with the NT Electoral Commission to support the 2025 NT local government elections.

Complete the transition of radiology systems currently managed by NT Health to DCDD and complete software upgrade to latest versions.

Continue enhancements to the CARE system in collaboration with DCF.

Digital government development

Across government systems and support services

Deliver systems administration and support services, improvement initiatives, digital solutions and technical advice for enterprise systems that operate across government to support the NTPS.

The business functions supporting this output through enterprise-wide service delivery are systems management and the operations centre.

Key statistics in 2024–25

Resolved over 65,000 service requests, with an average time to resolution of 5.5 hours.

Received over 3,200 customer satisfaction survey responses, with an average rating of 4.9 out of 5 stars.

The Across Government Systems Client Support wiki, which provides self-service access to system FAQs and help articles, has generated over 30,000 views.

Designed, built and released over 300 changes for maintenance, upgrades, systems enhancements and new features for NTG corporate systems.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Average annual unscheduled outages per core system	0	2	≤ 2
Availability of core across government systems	100%	99.99%	≥ 99%

Key achievements in 2024–25

Procured a contemporary learning management system to support a OneNTG model, streamlining the lifecycle of training programs, including creation, delivery, administration, tracking and reporting.

Documented a roadmap to guide the modernisation of NTG procurement systems, recommending upgrades and enhancements to deliver on procurement reforms.

Designed, built and implemented the myFunds application to support agencies to transition from virtual to real funded bank accounts.

Implemented automated access processes for GrantsNT to drive service delivery improvements.

Managed the transition of support services for the new NTG budget management system, Sage, from project to business as usual teams for first and second level support services.

Secured a new 5-year support agreement for the government accounting system (GAS), with a technical plan in place to ensure reliability over the medium term.

Completed system design and process mapping for the integration between the asset information system (AIS) and NTG Pay. Build and test phases are underway to automate manual invoice processes in DLI.

Documented a technical roadmap to replace end-of-life Lotus Notes business systems and completed Phase 1 by upgrading the TRIPS travel processing system to a modern, supported technology aligned with NTG's future needs.

Automated processes to provide user access to across government systems, processing over 15,000 service requests in 12 months.

Future priorities 2025–26

Implement the OneNTG Learning Management System to deliver modern online learning experiences, including via mobile devices.

Integrate AIS to NTG Pay to modernise invoice management in DLI and drive process efficiency.

Automate user access for GAS, TRIPS and HR systems.

Develop a cloud migration strategy for Enterprise Atlassian Cloud products.

Migrate TRIPS, the vehicle booking system and APRO legacy Lotus Notes applications to modern technology platforms to mitigate technical risk and improve user experience.

Analyse and design leave automation in the PIPS payroll processing data management system to reduce manual payroll processes.

Incorporate the functionality of the SkillsNT Training Contract Management System within GrantsNT to support Department of Education and Training to manage training grants.

Implement enhancements to the procurement systems to make it easier for businesses to access Government procurement processes.



Digital government development

Digital projects

Coordinate and oversee projects, develop initiatives and provide advice to deliver transformational digital solutions to agencies that improve government services for the public.

The business functions supporting this output through enterprise-wide service delivery are digital project services and digital solutions.

Key statistics in 2024–25

Managed 23 digital projects and led 2 digital transformation (multi project) programs for agencies, aligned with government priorities and enabling digital services.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Digital programs in progress	2	2	2
Digital projects being managed	20	20	24

Key achievements in 2024–25

Established the Education Management Transformation Program stage 1 to procure and implement a new student-centric education management ICT solution for the Department of Education and Training (DET), replacing ageing systems to support learning from early years to graduation.

Worked closely with the Department of Health to continue phased delivery of the Acacia digital health solution, integrating electronic health records into a single interoperable system for real-time access to vital patient information across primary and acute settings.

Planned procurement of the Aboriginal Areas Protection Authority regulatory management solution to simplify external client processes, upgrade sacred site related technology and improve regulatory and administrative efficiency.

With DET, continue to upgrade local area network (LAN) cabling and infrastructure in government schools across the Territory, improving wireless connection points and network capacity to support accessible content for all schools.

Progressed the electronic rostering solution with NT Police Force (NTPF) and NT Fire and Emergency Services users to enhance productivity and strengthen workforce management.

Advanced a digital identity solution to support the growing requirement for citizen identity management that will keep Territorians safe and secure when they transact online while preserving their privacy.

In collaboration with Department of Treasury and Finance (DTF), continued software development of RevConnect, a multi-stream revenue management solution delivering operational efficiencies and improved customer experience for tax lodgements and assessments.

Progressed the digital driver licence program to provide Territorians with a secure, modern and convenient way to prove their identity and right to drive.

Continued development of eConveyancing to enable electronic lodgement and processing of land title transactions, modernising conveyancing ahead of cheque withdrawal by 2028.

With NTPF, progressed the NT National Firearms Registry uplift and developed a firearms portal to enable cross jurisdictional sharing of firearms information, leading to improved policing and community safety.

Key achievements in 2024-25

Progressed the Sage budgeting solution with DTF to provide agencies with a consolidated budget management system.

In conjunction with NT Emergency Service, commenced uplift of WebEOC, the critical incident management system for emergency responses through improved dashboards and real time incident information sharing.

Future priorities 2025-26

Progress the Education Management Transformation Program stage 1, finalising procurement of the new education management solution.

Continue phased delivery of Acacia to all Territory clinics and hospitals, including Alice Springs, Tennant Creek and Top End emergency departments.

Complete procurement and commence implementation of the Aboriginal Areas Protection Authority regulatory management solution.

Progress upgrades to LAN cabling and infrastructure in NTG schools across urban, regional and remote areas of the Territory.

Finalise implementation of the electronic rostering solution with NTPF.

Deliver a digital solution to support the growing requirement for citizen identity management.

Implement the 360 view of a child solution, complementing the CARE child protection system to provide a secure multi-agency data platform providing a collective view of a child.

Commence the Joint Emergency Services Communication Centre (JESCC) digital uplift and server relocation project to enhance operational capability and efficiency for the NTPF.

Further develop the RevConnect and eConveyancing systems.

Complete implementation of the new WebEOC system with NT Emergency Services.

Roll out the digital driver licence program.



Digital government development

Data services

Provide data management, reporting services, improvement initiatives and advice to inform agency business decisions supporting service delivery improvement.

The business functions supporting this output through enterprise-wide service delivery are data warehouse management, corporate reporting and strategic agency reporting.

Key statistics in 2024–25

Migrated over 6,000 users and 63,000 reports as part of a major upgrade of the Business Intelligence environments supporting 6 NTG data warehouse platforms.

Managed over 27,000 tables and 440,000 columns of data, transforming information into datasets suitable for reporting across government.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Availability of OneNTG business intelligence environment ¹		99.9%	≥ 99%

¹ New measure commencing 1 July 2025.

Key achievements in 2024–25

Published whole of government measurement framework with detailed definitions for workforce, grants and procurement measures, ensuring data and statistics are reported consistently across government.	Initiated development of a new data warehouse for the Department of Education and Training (DET), improving data quality and process efficiency through automation and timely data insights.
Completed a pilot of new technology to inform future NTG data environments.	Continued to consolidate licensing products across data warehouse platforms by phasing out Oracle and IBM products to support future data environments.

Future priorities 2025–26

Support agency transition to the whole of government budgeting system, Sage, including improvements to reporting and data processes.	Deliver a new data warehouse for DET, as part of the education management system ICT major project, supporting improved data quality, automation and timely insights.
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Digital government development

Digital communications

Provide web services, digital solutions, and advice to support NTG agencies to inform the community about government services online.

The business functions supporting this output through enterprise-wide service delivery are nt.gov.au support, NTG Central support and agency web services.

Key statistics in 2024–25

Managed over 120 websites and maintained over 20,000 webpages, ensuring consistent and reliable access to information.

Resolved over 20,000 service requests with an average turnaround of 9.5 hours, highlighting a strong focus on timely support.

Achieved a 4.5/5 customer satisfaction rating from over 2,000 survey responses, reflecting high-quality service delivery.

Conducted technical and security reviews for 32 websites to ensure security and accessibility standards before publishing.

Provided web support for the Public Information Group, ensuring accurate and 24-hour updates to the public during emergencies.

Automated the publication of fireban notifications on the SecureNT website, improving speed and accuracy of emergency updates.

Addressed and resolved 75 web infrastructure security vulnerabilities.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Website service requests resolved	20,000	20,186	20,000
Days to process website publishing requests (average) ¹		<2 days	≤ 5

¹ New measure commencing 1 July 2025.

Key achievements in 2024–25

Developed 10 new websites for new agencies formed following machinery of government changes in 2024, providing the public with seamless access to government information and services for new departments.

Centralised web service functions into DCDD for Jacana Energy, Power Water Corporation, Auditor-General’s Office, NT Police Force and NT Fire and Emergency Services, improving service delivery and coordination.

Completed a pilot of new technology to inform future NTG data environments.

Continued to consolidate licensing products across data warehouse platforms by phasing out Oracle and IBM products to support future data environments.

Performance and achievements

Key achievements in 2024–25

Migrated 3 public-facing websites to the NTG Web Design System, ensuring consistent branding and improving usability for the public.

Redesigned over 1,000 content pages on nt.gov.au in key areas of health, education, regulation, home ownership, youth justice and motor vehicles, improving accessibility and user-friendliness for the public to interact with government online.

Designed and launched a whole of government corporate policy library, starting with human resource policies, to provide employees with improved access to OneNTG policies.

Redesigned 10 agency intranets using the NTG internal web design system, improving search functionality, and access to information for staff.

Future priorities 2025–26

Partner with stakeholders to review and enhance the NTG's public facing website to make it easier for citizens and businesses to access government information and services online.

Develop a content strategy and governance guide for NTG Central to establish roles, responsibilities, and processes to support plain English and make it easier for staff to find the information they need.

Explore new technology and tools to improve search capability within NTG Central and agency intranets to improve the user experience.

Digital government development

Digital connectivity and strategy

Provide digital policy and strategy development, telecommunications advocacy and coordination, reform initiatives and advice to support the digital transformation of government services and development of a local digital economy.

The business functions supporting this output through enterprise-wide service delivery are digital strategy, data strategy, telecommunications and ICT governance.

Key statistics in 2024-25

Piloted a new artificial intelligence (AI) advisory service for government agencies, assisting with over 32 requests for support, including AI tool selection, policy review and development of agency procedures.

Conducted high-level assessments of 350 ICT systems with NT Police Force, NT Fire and Emergency Services, Department of Education and Training, and NT Electoral Commission.

Supported telecommunications projects that improved connectivity for almost 5,000 Territorians, mainly in very remote communities and homelands.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Major ICT projects overseen by the ICT Governance Board	100%	100%	≥ 90%
Additional published datasets on the NT Open Data Portal	33	37	≥ 30

Key achievements in 2024-25

Collaborated with the Commonwealth to adopt international standards for delivering digital credentials, such as the digital driver licence, enabling secure identity verification for Territorians across Australia and the world.	Promoted digital skills development by sponsoring and participating in events, including the Careers Expo, Charles Darwin University IT Code Fair, GovHack and the Digital Excellence Awards. Delivered a Digital Futures event to encourage women and girls to consider a digital career.
Led the Digital Inclusion Working Group under the Data and Digital Ministers Meeting, focusing on recommendations from the First Nations Digital Inclusion Advisory Group roadmap.	Supported 4 agencies in reviewing and documenting their ICT systems by producing tailored digital landscapes and roadmaps. These documents provide recommendations to assist with ICT governance in each agency and assist with decision-making.
Co-invested with the Commonwealth to improve NBN services in Yirrkala and install community Wi-Fi in Haasts Bluff, Mulga Bore, Nturiya, Pmara Jutunta and Wilora.	Delivered new Telstra mobile coverage in Canteen Creek, Avon Downs, Corella Creek, Emu Point, Garrthalala, Orrtipa-Thurra and Urlampe through existing co-investment programs.

Performance and achievements

Key achievements in 2024–25

Enhanced mobile coverage across Kakadu National Park, supporting the Territory lifestyle and tourism through co-investment with Telstra and Parks Australia.

Continued coordination of the Northern Territory's participation in national strategic data sharing projects, including the National Disability Data Asset and information sharing about perpetrators of family and domestic violence.

Future priorities 2025–26

Review and streamline the NT Government's AI Assurance Framework to support responsible AI adoption.

Establish an AI Advisory service to support agencies and staff with the adoption and implementation of AI tools.

Support delivery of OneNTG training programs to build confidence of NT Government staff in using digital tools and services across the Territory.

Publish a new Digital Strategy for the Northern Territory.

Review the Treasurer's Directions – ICT Series and the NTG ICT Governance Framework.

Undertake a Northern Territory pilot of the Commonwealth's Regional Roads Australia Mobile Program to improve mobile coverage along Territory roads.

Leverage emerging technologies to expand connectivity across the Territory and continue delivering improved telecommunications access through co-investment programs.

Advocate for better connectivity across the Territory and initiatives to improve digital inclusion to benefit all Territorians.

Corporate and shared services

Improved organisational performance through strategic leadership and governance, and the provision of corporate services functions.

The business functions of this output provide agency-wide service delivery including finance and asset services, Office of the Chief Executive, governance services, enterprise services and reform, work health and safety (WHS), human resource administration and corporate communications.

Corporate and governance

Provide a range of corporate and governance services to support the agency’s functions.

Shared services provided

Provide corporate and governance services to NT Fleet and Data Centre Services, and the Northern Territory Electoral Commission (NTEC).

Shared services received

Receive infrastructure services from the Department of Logistics and Infrastructure.

Key achievements in 2024–25

Developed and launched the 2024–2028 DCDD Strategic Plan, providing clear direction for the agency, aligning resources with government priorities and guiding decision-making to achieve long-term goals.	Strengthened the agency’s Governance Framework, to ensure accountability, promote transparency, improve risk management and support strategic alignment across the department’s operations.
Delivered strategic financial, budgetary and accounting advice and services to DCDD, Data Centre Services, NT Fleet and NTEC, enabling effective resource management and achievement of budget targets.	Supported agencies in implementing initiatives from the NTPS WHS Strategic Priorities Plan, promoted consistent WHS practices and enhanced collaboration through shared OneNTG WHS resources and templates.
As an additional integrity measure, launched a new online conflict of interest declaration form, featuring an automated workflow and central register of all declared conflicts of interest in the agency.	Developed a Remote Worker Safety Hub to provide a single, reliable source of WHS information to support staff living and working in remote areas to enhance preparedness before travelling or relocating.
Implemented new budget reporting processes through the whole of government Sage budgeting system, improving financial oversight.	Coordinated a series of service development projects across the agency to drive innovation and improve services for clients.

Future priorities 2025–26

Review performance reporting across DCDD to increase transparency and accountability for our clients and ensure alignment with strategic objectives.	Explore options for a suitable whole of sector WHS tool to standardise risk and incident management processes.
Undertake an outcomes evaluation of the centralisation of corporate and ICT services using the NTG Program Evaluation Framework.	Prepare for the 2025 People Matter Survey, including development of a post-survey action plan to address staff feedback and drive continuous improvement.
Review DCDD business continuity plans and templates to reduce duplication and ensure the agency is prepared, and ready to support other agencies in the event of natural disaster or other business interruption.	

Government business divisions

Data Centre Services

Data Centre Services delivers core ICT infrastructure and support services to Territory Government agencies.

Key statistics in 2024–25

- 145 million messages exchanged through managed middleware software, enabling communication between diverse IT systems across NTG platforms.

- 1.37 million automation tasks managed, maintained and monitored across mainframe and distributed environments.

- 3,606 change controls approved and implemented across managed services.

- 559 tickets logged through the self-service portal.

- 6 application development projects (to enhance system performance or capability) delivered for NT Fleet, Attorney-General’s Department, the Department of Logistics and Infrastructure and the Department of Housing, Local Government and Community Development.

Key performance indicators	2024–25 Estimate	2024–25 Actual	2025–26 Budget
Fully managed servers	1 980	2 010	2 050
Data storage area network (terabytes)	14 197	15 500	16 000
Virtual server computing availability	100%	100%	100%
Mainframe computing availability	100%	100%	100%

Key achievements in 2024–25

- Commissioned the Government Data Centre’s 86.24 kW solar system in October 2024, producing an average of 500 kWh per day, meeting approximately 10% of the centre’s total power usage.
- Completed a project to improve the availability of midrange servers for web and databases, eliminating the need for outages during patching or maintenance.

Future priorities 2025–26

- Replace the midrange server monitoring system to improve alert handling and enable additional monitoring and reporting.
- Upgrade software to improve failover and recovery of hosted applications during outages, enhancing disaster recovery between the Government Data Centre and the backup data centre.

Government business divisions

NT Fleet

NT Fleet operates the NTG vehicle fleet, with the exception of NT Police Force and NT Fire and Emergency Services.

Vehicle fleet services also supports this business division through safe, cost-efficient, fit-for-purpose vehicles that support agencies' business requirements.

Key statistics in 2024-25

The vehicle fleet of 3,689 vehicles includes 141 electric and 189 hybrid vehicles with most being light vehicles.

NT Fleet CO₂ emissions have reduced by approximately 743 kilograms or 8.4% over 5 years due to the increase in electric and hybrid vehicles.

581 vehicles were sold for approximately \$14 million, with 480 acquisitions valued at \$35 million during 2024-25.

Key performance indicators	2024-25 Estimate	2024-25 Actual	2025-26 Budget
Vehicles managed	3 670	3 649	3 681
Light vehicles managed within the Territory Government fleet policy ¹	87%	94%	≥ 90%
Electric vehicles in the Territory fleet	139	141	159

¹ The variation in 2024-25 is due to estimate accuracy when establishing the performance indicator prior to the new dashboard.

Key achievements in 2024-25

Partially automated the executive contract officer (ECO) vehicle contribution reconciliation process, ensuring ECOs are paying the correct contribution rate for allocated vehicles.	Transitioned the community short-term vehicle loan program, ceasing 31 December 2025, to the Community Benefit Fund administered by the Department of Tourism and Hospitality.
Installed additional electric vehicle charging points, bringing the total to 166 and supporting increased use of electric vehicles in the fleet.	Completed a review of NT Fleet governance and controls to inform a program of actions for continuous improvement and effective risk management.

Future priorities 2025-26

Support agencies to develop fleet strategies that maximise utilisation and efficiency, including increasing the number of electric vehicles and enhancing safety for remote workers.	Review and update NT Fleet's charter and policies to ensure safe, cost efficient, fit-for purpose vehicles for government use.
Deliver an emissions reporting dashboard aligned with the Australian National Greenhouse Accounts Factors to support NTG emissions reporting.	Implement call management and workflow management solutions to streamline client interactions and gain efficiencies in operation.



5



Our workforce

Workforce snapshot	42
Our workforce	43

Workforce snapshot

As at 30 June 2025

1,283

employees

62%

female

43

years old
average age

22%

of staff are culturally
and linguistically diverse

34

different languages
spoken across the agency

3.6%

of staff have
a disability

6.82%

of staff are
Aboriginal

27%

of staff have between
10 to 20 years of service

1,060

staff are permanently
employed

46

staff work in
the regions

Our workforce

As a customer service agency, the Department of Corporate and Digital Development's (DCDD) success is driven by a skilled, valued and collaborative workforce. Our teams bring diverse backgrounds, experiences and expertise, enabling the delivery of high quality, responsive services that support government priorities.

We are committed to fostering a healthy, inclusive and positive workplace culture where staff feel empowered to thrive. Our strategic focus includes building a high performing workforce through continuous learning, strong leadership and innovation.

As at 30 June 2025, DCDD employed 1,234.7 full-time equivalent (FTE) staff across Darwin, Alice Springs and Katherine. During 2024–25, a number of staff transferred into DCDD from NT Police Force and the Attorney-General's Department. Despite this, there was only an increase of 3.7 FTE from the previous year. All workforce data is expressed as paid headcount unless stated otherwise.

Designation	FTE June 2024	Headcount 2024	FTE June 2025	Headcount 2025
Executive Contract Officer 6	1.0	1	1.0	1
Executive Contract Officer 4	3.0	2	2.0	2
Executive Contract Officer 3	1.8	2	1.0	1
Executive Contract Officer 2	20.6	22	22.0	22
Executive Contract Officer 1	21.5	22	21.9	22
Executive Officer 2	1.0	1	1.0	1
Senior Administrative Officer 2	72.4	73	75.4	76
Senior Administrative Officer 1	163.7	170	177.1	182
Administrative Officer 7	212.4	220	202.6	212
Administrative Officer 6	238.5	247	241.1	247
Administrative Officer 5	152.5	158	188.9	197
Administrative Officer 4	175.2	185	174.4	186
Administrative Officer 3	105.5	111	76.1	80
Administrative Officer 2	39.8	48	28.6	32
Graduate	14.0	14	11.0	11
Technical 4	1.0	1	1.0	1
Professional 3	2.0	2	2.0	2
Professional 2	1.5	2	1.6	2
Apprentice	2.6	3	5.0	5
Other	1.0	1	1.0	1
Total	1,231	1,285	1,234.7	1,283

Our workforce

Diversity

DCDD values a diverse and inclusive workplace where all individuals are respected and celebrated.

We recognise the unique backgrounds, identities, skills, and experiences our staff bring, acknowledging that diversity strengthens our organisation and contributes to our success.

Employee diversity	Headcount 2025
Female	799
Male	482
Self-specified	3
Aboriginal	88
Culturally and linguistically diverse	285
Disability	46

Staff development

Building a skilled and valued workforce is a key priority for DCDD. Staff have access to a broad range of training and development opportunities, including leadership programs, customer experience training, short courses, professional memberships, study assistance and targeted initiatives that support continuous learning and innovation such as:

- **RMIT Online – Design Thinking for Innovation** – 29 staff participated in this course, which encourages creative thinking and a fresh approach to problem solving, designed to augment our focus on customer experience and service excellence. Each participant developed a project and presented their solution and prototype to the Senior Leadership Team. The sessions were dynamic and engaging, with strong interaction and thoughtful discussions.
- **Service development plans (SDP)** – initiated annually by business units, SDPs provide practical development opportunities while promoting a culture of ideas, innovation and continuous improvement. These projects enhance services and deliver measurable benefits to clients, bringing DCDD's value of innovation to life. 34 projects were initiated in the reporting period.

Staff also participated in interjurisdictional peak body conferences, supporting knowledge exchange, leadership development and collaboration across government sectors.

In 2024–25, staff recorded 3,145 training attendances in the MyLearning system, reflecting strong engagement with development opportunities and capability growth across the department.



Leadership initiatives

DCDD encourages leadership growth at all levels to build capability, drive performance and deliver strategic priorities. We invest in development programs that enhance strategic thinking, strengthen leadership skills, and support succession planning across the department.

Key programs include:

- **Public Sector Management Program** – builds leadership capability and results in a Graduate Certificate in Business (Public Sector Management). Each participant completes a work based project that delivers innovative outcomes for DCDD.
- **Mini Master of Business Administration (MBA)** – a comprehensive business education course covering strategy, leadership, customer focus, change management and action planning.
- **Leadership for new managers** – supports the transition from team member to leader. Participants learn to build credibility, foster relationships, provide direction, motivate teams and monitor performance.
- **Emerging Leaders Program** – tailored for new and emerging leaders at levels 5 to 7 in the Capability Framework. Provides foundational leadership skills, tools and confidence to lead effectively.
- **ANZSOG Public Leadership in Digital Age** – equips senior public sector leaders with a modern understanding of digital government, data and artificial intelligence.
- **ANZSOG Working with first nations, delivery on the priority reforms** – builds skills for genuine partnership with Aboriginal and Torres Strait Islander communities, aligned with the National Agreement on Closing the Gap.
- **Executive Leadership Group** – comprising Executive Contract Officer Level 2 (ECO2s) and above, this group contributes to strategic direction and oversight to ensure the delivery of DCDD’s goals and objectives. Members bring diverse perspectives and expertise, collaborating to provide input and feedback on strategies, initiatives, projects and organisational activities.

Program	Participants
Public Sector Management Program	13
Mini MBA	4
Leadership for New Managers	20
Emerging Leaders Program	10
ANZSOG	4

Early Career opportunities

DCDD continues to support career pathways through a range of entry-level programs, with 63 participants supported in early career programs throughout 2024–25.

Programs include:

- **Aboriginal Employment Program** – a 20-week pre-employment program delivering training, work readiness skills, and a Certificate II in Workplace Skills. Graduates gain a pathway into employment or traineeships within NTG.
- **Graduate Program** – a structured program over 12 months, with rotations across multiple business units, offering diverse experience, on-the-job training, and professional development. Graduates build networks and contribute meaningfully from day one.

Program	Total
Aboriginal Employment	3
Graduate Development	26
Traineeship	13
Vacation Employment	16
Work Experience	2
EmployAbility Work Experience Pilot	1
Work Integrated Learning Scholarship	2
Total	63

Our workforce

- **Traineeships** – offered through full-time and school-based programs, combining on-the-job experience with nationally recognised training from certificate to diploma level.
- **Vacation Employment Program** – provides professional employment opportunities to university students during semester breaks and feeds into the Graduate Program.
- **Work Experience Program** – offers unpaid student placements, helping build future workforce capability and strengthen school engagement.
- **EmployAbility Work Experience Pilot Program** – a one-week initiative introducing people with a disability to NTG career opportunities. Delivered in partnership with YouthworX NT, it supports inclusive workplaces and supervisor development.
- **Work Integrated Learning Scholarship Program** – supports Charles Darwin University students with scholarship payments and paid placements during semester breaks, creating pathways to graduate roles in the NTG.

People Matter Survey

The People Matter Survey provides NTPS employees with an opportunity to share their views and help shape a better workplace. In 2023, DCDD worked with staff to develop an action plan based on the 2023 survey results, targeting key areas for improvement.

This led to a range of initiatives that enhanced connection, wellbeing and recognition across the agency, including executive work health and safety (WHS) walkthroughs, the Wellbeing and Culture Program, coffee with the Senior Leadership Team, appreciation walls, and many and varied local team-led activities.

Feedback from the 2025 survey will inform the next action plan as we continue building a workplace where everyone feels valued, safe and connected.



Recognition

DCDD celebrates staff contributions through events that acknowledge key service milestones that reflect the dedication and commitment of our workforce.

Staff are also regularly recognised through informal initiatives such as recognition cards and appreciation walls in each business unit, spaces where staff are encouraged to share messages of gratitude and appreciation and encouragement, fostering a positive and supportive culture.

DCDD teams were recognised at the 2024 Chief Minister's Awards for Public Sector Excellence:

- The Payroll and HR Systems teams received the Exemplifying NTPS Values award for their outstanding work on the implementation of enterprise agreements for the NTPS in 2023, an unprecedented achievement completed within 12 months. Over the year, the teams processed 11 of the 13 agreements, alongside an updated wages policy and multiple Determinations.
- The Digital Solutions team was a finalist for its innovative work on Territory Services, an online platform designed to streamline access to government services for Territorians. While not selected as the award recipient, the nomination itself was a significant achievement and reflects the high calibre of work delivered across the agency.

Health, safety and wellbeing initiatives

DCDD is committed to creating a safe, inclusive and healthy workplace. We promote work-life balance and encourage staff to participate in a variety of initiatives that foster physical, mental and social wellbeing. These include access to the Employee Assistance Program, monthly wellbeing themes, ergonomic awareness, inclusion and diversity events, the Workforce Services Calendar highlighting key whole of government milestones and initiatives, and participation in social and charitable activities through workplace social clubs.

To strengthen staff engagement and connection, DCDD launched DCDD Connect as an online space where staff can share good news stories, explore hobbies and talk about shared interests.

We continue to build our regional presence, improve internal systems and reduce silos to ensure wellbeing initiatives are inclusive and accessible to all staff, regardless of location.

Wellbeing and culture

DCDD continued its commitment to fostering a mentally healthy workplace by completing a pilot program aligned with the NTPS Mentally Healthy Workplace Framework. The program focused on strengthening employee connections, improving mental health literacy and promoting overall wellbeing.

Following positive feedback, the Wellbeing and Culture Program resumed in 2025 with monthly themes designed to support physical, emotional and social wellbeing. The program is supported by Wellbeing and Culture Crew members across the department, who play a key role in promoting engagement and participation.

Events and communications are used to celebrate days of significance and highlight staff stories and achievements, helping to build a culture of inclusion, recognition and connection.

Our workforce

Work health and safety

DCDD's Work Health and Safety (WHS) Committee provides strategic oversight of health and safety performance and drives improvement across the department. The committee is supported by WHS Building Representative Committees comprising staff from all DCDD workplaces, ensuring broad engagement and participation in safety initiatives.

We are committed to maintaining a safe and healthy work environment, taking all reasonably practicable steps to eliminate or minimise risks.

The implementation of the DCDD WHS Safety Culture Action Plan has marked a significant shift from a reactive to a proactive approach to safety. Safety is now embedded into everyday work practices, with staff actively identifying risks early, taking preventative action, and contributing to a workplace that is not only safer but also more engaged and supportive.

Key initiatives delivered in 2024–25 include:

- executive WHS walkthroughs providing leaders with opportunities to meet teams and engage in conversations about safety and wellbeing in their workplace
- increased visibility and support for WHS committees, first aid officers and fire wardens, reinforcing their critical roles in workplace safety
- launch of the Wellbeing and Culture Program
- improved awareness and reporting through the use of Figtree, our WHS system
- regular WHS inductions and refresher sessions for new and existing staff.

Flexible work

DCDD supports flexibility in the workplace, recognising that work-life balance is essential to attracting and retaining a high-performing workforce. In 2024–25, staff accessed 971* flexible work arrangements, enabling them to work in ways that best suit their individual needs and circumstances.

Type	Under 55 years of age	Over 55 years of age	Total
Compressed or averaged hours	127	52	179
Full-time to part-time	115	12	127
Variation to full-time hours	346	50	396
Work from home	302	56	358

*a single flexible work application may include a combination of flexible hours and home-based work. Each option is reported and counted separately.

Workforce Contact Officer Program

In response to feedback from the 2023 People Matter Survey, DCDD launched the Workforce Contact Officer Program to complement existing wellbeing services. This staff-led initiative provides a network of trained volunteers, including officers from culturally and linguistically diverse backgrounds, who offer guidance and connect staff with support services.

The program strengthens our commitment to creating a safe, inclusive and supportive workplace.





Employment Instructions

Employment Instruction reporting

Under the *Public Sector Employment and Management Act 1993* (PSEMA), Employment Instructions provide direction to agencies on human resource matters. DCDD complied with its obligations under each Employment Instruction throughout 2024–25.

Public sector principles in Part 1A, sections 5A to 5F of PSEMA are the general principles underlying this legislation. These principles need to be upheld by agencies, Chief Executive Officers (CEOs) and employees of the NTPS. In 2024–25, DCDD complied with all the prescribed principles.

Administration Management Principle (section 5B)

DCDD provided effective, efficient and appropriate services to its clients, government and the community, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.

Human Resource Management Principle (section 5C)

Workplace diversity and equity is upheld, providing everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures our employees are treated fairly, reasonably and in a non-discriminatory way.

Merit principle (section 5D)

DCDD appointments are based on the principle of merit. Employees are capable and competent to perform their duties, having the knowledge, skills, experience and qualifications required to be successful in their role and having consideration of their potential for future development.

Equality of employment opportunity principle (section 5E)

DCDD encourages staff to continually develop and access career development opportunities, which also includes exchange, transfer and mobility. Implementation of a special measures policy is enabling DCDD to eliminate unlawful discrimination while promoting diversity in its workforce.

Performance and conduct principle (section 5F)

DCDD champions NTPS values, treating the workforce fairly, equitably and with respect and consideration. DCDD officers avoid actual or apparent conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.



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Governance

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Governance structure

The Department of Corporate and Digital Development (DCDD) operates under a strong corporate governance framework that ensures clear accountability, effective leadership and alignment between strategy, planning, and service delivery. The model supports a culture of transparency, performance and self-governance, guided by DCDD values and OneNTG principles. It enables staff to manage risks, make informed decisions, and uphold public standards of integrity and compliance.

Risk management

Risk management is embedded across DCDD’s planning and operations, reinforcing our governance culture and supporting informed decision-making. The Risk Management Framework, comprising the Risk Appetite Statement, policies and procedures, provides staff with practical tools to identify, assess and manage risks.

Internal controls such as delegations, conflict of interest declarations, and policies on gifts, data breaches, and procurement ensure compliance with legislative requirements and promote ethical conduct. Financial controls and governance procedures, including the Accounting and Property Manual, support responsible service delivery and safeguard public resources.

Additional controls which further strengthen risk oversight include employment screening, the Fraud and Corruption Control Policy, the Improper Conduct Investigations and Reporting Policy, the Whistleblower Policy and regular monitoring of risk assessments through governance committees.

Audits

DCDD maintains an internal audit function to support the Accountable Officer in meeting obligations under the *Financial Management Act 1995*. Oversight is provided by the Audit and Risk Committee, which monitors audit activity and ensures findings are addressed. A summary of internal audits conducted during 2024–25 is presented in Appendix B.

DCDD is also subject to external audits under the Northern Territory Auditor-General’s audit program. All findings are monitored and reported through the Audit and Risk Committee to ensure transparency. A summary of the audits undertaken by the Auditor-General during 2024–25 is included in Appendix B.

Freedom of information

The *Information Act 2002* allows for access to government and personal information.

A summary of freedom of information (FOI) applications processed in accordance with the Act during 2024–25 is presented in the table.

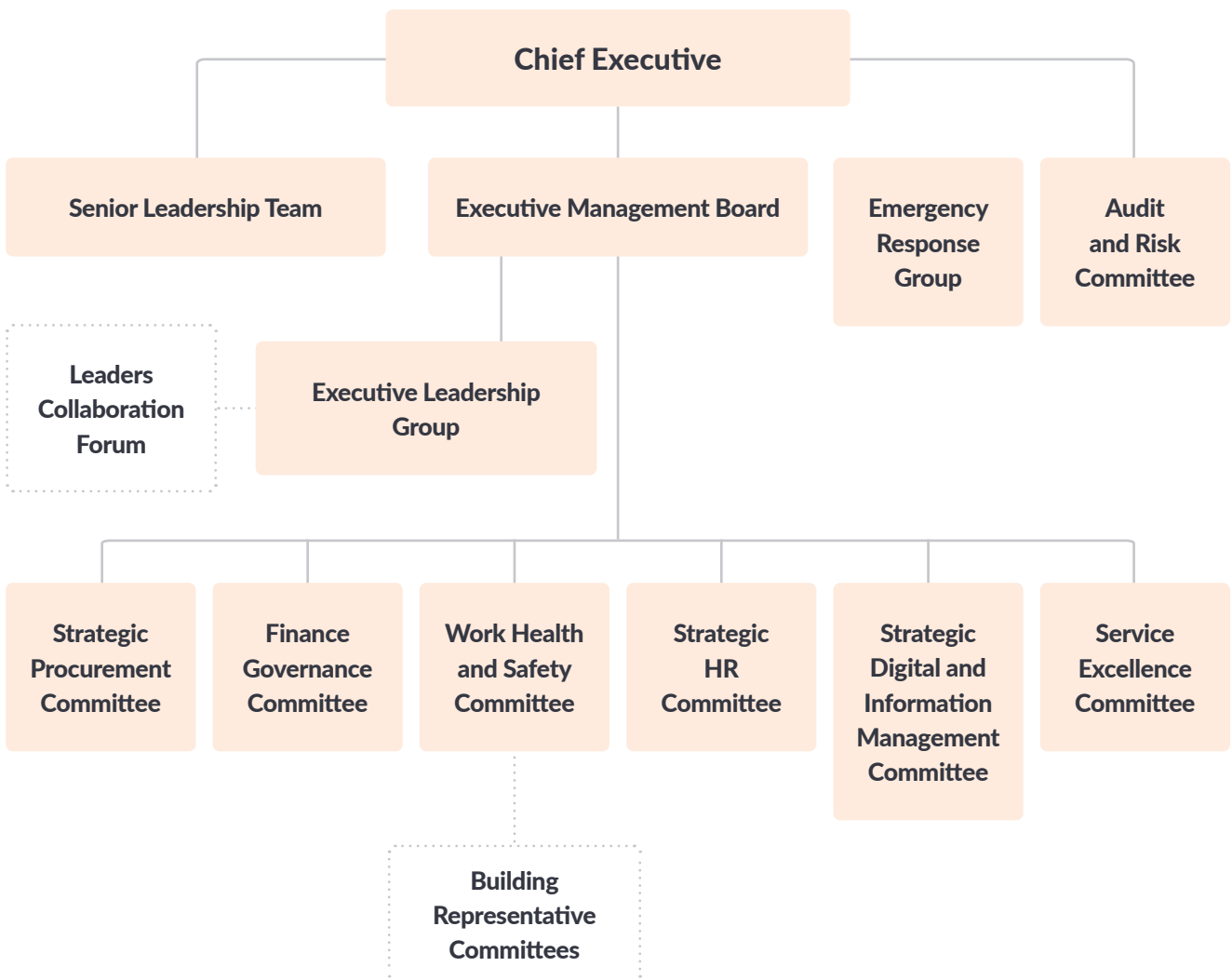
FOI application summary	Total
Applications carried forward from previous year	0
New applications received during reporting period	16
Applications finalised during reporting period	15
Applications carried forward to next reporting period	1

Corporate governance committees

DCDD’s governance committee structure has been reviewed to support the strengthened Corporate Governance Framework, as depicted below. These groups will oversee agency governance and ensure our work aligns with DCDD’s strategic direction. The white dotted boxes represent advisory and/or collaborative groups that provide input into governance committees, but do not have decision-making authority.

During the year, while the Corporate Governance Framework was being reviewed, the Executive Management Board (EMB) was revised to focus on strategic priorities aligned with DCDD’s strategic plan, enabling government priorities, engaging customers and evolving our business. A revised agenda was implemented to strengthen focus on strategy, performance, and delivery of the government’s priorities, while streamlining operational reporting.

EMB decisions and actions are communicated to the Executive Leadership Group, with a departmental communiqué shared to keep staff informed. The board meets monthly and convened on 12 occasions during 2024–25.



Digital governance frameworks

As part of its strategic ICT responsibilities, DCDD supports NTG agencies in meeting digital governance and accountability requirements, with a series of frameworks to ensure digital initiatives are secure, well-governed and aligned with government priorities.

ICT Governance Framework – ensures ICT investments are strategically planned and governed. It includes assurance processes for major ICT programs and projects and is supported by policies, guidelines and reporting tools. It helps agencies align digital initiatives with whole of government priorities.

ICT Governance Board (IGB) – underpins the ICT Governance Framework by providing whole of government oversight to major ICT investments and projects. It monitors digital risks, considers emerging issues and reports to the Minister for Corporate and Digital Development. Membership includes senior NTG representatives.

Data Governance Framework – supports secure, ethical, and culturally respectful data management and sharing across government. It ensures compliance with legislation and promotes innovation through responsible data use. DCDD contributes to national initiatives to improve data access.

Cyber Security Governance Framework – embeds cyber security into the management of government ICT systems and service delivery. DCDD's Cyber Security Committee oversees implementation and provides strategic advice to the ICT Governance Board.



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Financial Report

Department of Corporate and Digital
Development

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Financial statement overview

For the year ended 30 June 2025

The Department of Corporate and Digital Development (DCDD) supports all government agencies by delivering corporate and digital services, providing expert advice, developing transformative solutions and managing the Territory Government's digital environment.

As a shared services provider, DCDD charges for its services. The cost to deliver DCDD services is passed on to departments via a cost allocation model. Budget for notional charges is recorded in client agency budgets, and goods and services received free of charge are recognised in agencies' ledgers. For government business divisions (GBDs) and other government enterprises, DCDD services are actually charged on a cost recovery basis. More information on DCDD's cost allocation model is in Appendix A.

DCDD manages a portfolio of major digital projects on behalf of other agencies. Budget for these projects is regarded as non-discretionary as it is provided either directly by government, or by budget transfer from agencies specifically to deliver ICT projects for client agencies. These funds are spent and accounted for separately from the rest of the agency's operations.

Financial performance (Comprehensive Operating Statement)

DCDD's financial performance for the year is presented in 2 ways. Table 1 compares the department's performance with the final approved budget, and Table 2 compares performance with the previous year. Both tables highlight the total income and expense movements, with more detailed analysis and commentary provided in tables 3 to 5 showing income and expenses by category.

Table 1: 2024–25 Final Budget and Performance

	2024–25		
	Final Budget	Actual	Variation
	\$000	\$000	\$000
Income	402 620	406 618	3 998
Expenses	442 550	435 438	7 112
Surplus/(Deficit)	(39 930)	(28 820)	11 110
Comprehensive result	(39 930)	(28 820)	11 110

DCDD's operating financial performance for the year showed a \$28.8 million deficit compared with the final budget estimated deficit of \$39.9 million. DCDD's improved result is primarily due to revised timing of delivery of major ICT projects, likely to be incurred in 2025–26.

Major ICT projects managed by DCDD include Acacia, with the Department of Health; Education Management Transformation Program, with the Department of Education and Training; and the new Territory Revenue Office system, RevConnect, with the Department of Treasury and Finance.

Table 2: 2023–24 and 2024–25 Performance

	Actual		Variation
	\$000		\$000
	2023–24	2024–25	
Income	371 522	406 618	35 096
Expenses	397 347	435 438	(38 091)
Surplus/(Deficit)	(25 825)	(28 820)	(2 995)
Comprehensive result	(25 825)	(28 820)	(2 995)

DCDD’s change in operating performance from a deficit of \$25.8 million in 2023–24 to a deficit of \$28.8 million in 2024–25 is a result of increases in both income and expenditure, as DCDD provided more services and delivered more projects to agencies in the 2024–25 financial year.

Income

DCDD is funded through a combination of appropriation and goods and services income from GBDs and government owned corporations.

Table 3: Income by Category

Year	Output Appropriation		Goods and Services		Other Income ¹		Grants		Goods and Services Received FOC ²		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024–25	338 396	83.2	46 548	11.4	21 392	5.3	-	-	282	0.1	406 618	100
2023–24	311 065	83.7	45 371	12.2	12 993	3.5	1 864	0.5	229	0.1	371 522	100

¹ Other income primarily includes cost recoveries.

² Relates to DLI repairs and maintenance received free of charge.

Income received for the 2024–25 financial year was \$406.7 million compared to \$371.5 million in previous year, an increase of \$35.1 million.

Output appropriation was higher in 2024–25 than the previous year primarily due to budget transfers from NT Police Force and the Attorney-General’s Department as staff and functions transferred into DCDD, as well as indexation for property leasing costs, and funding for new ICT projects.

The increase in other income primarily relates to higher cost recoveries for projects undertaken on behalf of agencies and one-off ICT revenues.

Expenses

DCDD expenses are primarily related to employee and digital (ICT) costs, reflecting DCDD’s management of government’s ICT systems, networks, infrastructure and major digital transformation initiatives. Depreciation is a substantial expenditure as a result of the adoption of AASB 16 – Leases and subsequent recognition of right-of-use assets, mainly relating to DCDD’s property leasing responsibilities on behalf of government agencies.

Table 4: Expenses by Category

Year	Employee		Digital		Depreciation		Operational		Property		Grants		Other ¹		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	158 177	36.3	132 811	30.5	95 639	22.0	14 395	3.3	12 466	2.9	1 887	0.4	20 063	4.6	435 438	100
2023-24	144 079	36.3	120 814	30.4	90 967	22.9	12 046	3.0	10 417	2.6	3 155	0.8	15 869	4.0	397 347	100

¹ Other expenses includes services free of charge, write-offs and interest expenses.

Employee expenses increased primarily as a result of:

- the transfer of corporate services functions from NT Police Force and transfer of the Fines Recovery Unit from the Attorney-General's Department into DCDD
- increased salary costs in enterprise agreements and the higher superannuation guarantee rate, and increased costs of processing enterprise agreements
- ICT projects moving to business-as-usual operations.

Digital expenses, which include IT charges such as IT contractors, and hardware and software costs, form the majority of DCDD's operational expenses and are therefore, shown separately in the table above. Digital expenses were greater in 2024-25 primarily due to an increase in ICT related projects undertaken by DCDD on behalf of other agencies.

DCDD spent \$81.9 million on major digital projects across the following categories:

- employee – \$6.9 million
- operational – \$32.5 million
- capital – \$42.5 million.

Other expenses, specifically interest expenses for leases under AASB 16 – Leases, increased as a result of lease extensions under the leased property stimulus scheme.

2024-25 Expenses and Final Budget by Output

Budget is allocated and reported in Budget Papers by output and output groups. DCDD's output groups include:

- Corporate Support Development – professional, responsive and consistent corporate services, high quality, value-adding solutions and trusted advice that enables agencies to focus on core business and delivering government priorities. It includes whole of government services relating to workforce, payroll, finance, procurement, information management, property leasing and fines recovery
- Digital Government Development – transformative customer-focused digital solutions and services operating in a secure and controlled ICT environment, leveraging technology and connectivity to improve government service delivery. It includes network services across government, agency business systems and support, whole of government systems, data services, web and digital communications, ICT projects, strategy and policy, and telecommunications advocacy
- Corporate and Shared Services – improved organisational performance through strategic leadership and governance, and the provision of corporate services functions for DCDD as an agency.

Table 5: 2024-25 Final Budget and Expenses by Output

OUTPUT GROUP/ OUTPUT	Final Budget	Actual	Variation
	\$000	\$000	\$000
CORPORATE SUPPORT DEVELOPMENT			
Workforce services	30 914	30 435	479
Employment services	20 424	21 166	(743)
Procurement services	9 229	8 315	914
Information management services	11 736	11 134	603
Finance services	8 051	7 837	214
Property leasing services	117 937	116 444	1 493
Fines recovery unit	2 721	2 758	(37)
CORPORATE SUPPORT DEVELOPMENT - TOTAL	201 012	198 089	2 923
DIGITAL GOVERNMENT DEVELOPMENT			
ICT network services	48 775	48 195	580
Agency business systems and support services	76 658	75 886	772
Across-government systems and support services	27 289	26 981	308
Digital projects	53 105	49 634	3 471
Data services	12 877	13 274	(397)
Digital communications	3 478	3 526	(48)
Digital connectivity and strategy	9 410	9 869	(459)
DIGITAL GOVERNMENT DEVELOPMENT - TOTAL	231 592	227 365	4 227
CORPORATE AND SHARED SERVICES			
Corporate and governance	7 831	7 954	(122)
Shared services received	321	242	79
Shared services provided	1 794	1 788	5
CORPORATE AND SHARED SERVICES - TOTAL	9 946	9 984	(38)
TOTAL	442 550	435 438	7 112

Financial statement - DCDD

The primary output variations were:

- Employment services – increased costs of delivering payroll services and enterprise agreement processing
- Procurement services and information management services – lower than anticipated expenditure due to challenges in recruiting and maintaining workforce
- Property leasing services – lower than anticipated depreciation and interest expense in accordance with AASB – 16 Leases
- ICT network services – primarily related to unspent grants
- Agency business systems and support services – deferred ICT costs mostly relating to licensing and contractors
- Digital projects – revised delivery timeframes for major ICT projects, with costs to be incurred in 2025–26.

Financial position (Balance Sheet)

The Statement of Financial Position details the balances of DCDD's assets, liabilities and equity at the end of the financial year. The table below compares DCDD's financial position as at 30 June 2025 with the position at 30 June 2024.

Table 6: 2023–24 and 2024–25 Financial Position

	2023–24	2024–25	Variation
	\$000	\$000	\$000
ASSETS			
Current assets	72 016	69 083	(2 933)
Non-current assets	955 645	1 004 335	48 690
TOTAL ASSETS	1 027 661	1 073 418	45 757
LIABILITIES			
Current liabilities	126 274	137 788	(11 514)
Non-current liabilities	551 170	568 214	(17 044)
TOTAL LIABILITIES	677 444	706 002	(28 558)
NET ASSETS	350 217	367 416	17 199
Equity	350 217	367 416	17 199
TOTAL EQUITY	350 217	367 416	17 199

DCDD's net asset position at the end of 2024–25 was \$367.4 million, an increase of \$17.2 million compared with the previous year. The increase largely relates to new right-of-use assets recognised under AASB16 – Leases and government investment in the delivery of major ICT digital projects. Liabilities increased primarily due to increases in payables, unearned revenue relating to Commonwealth funding and extension of leases on a number of commercial properties in line with the leased property stimulus scheme.

DCDD's major assets as at 30 June 2025 primarily comprised property, plant and equipment (right-of-use assets and computer hardware), intangible assets (computer software), and cash and deposits. Major liabilities included leased property liabilities, accrued expenses and payables, and provision for employee entitlements.

Certification of the financial statements

We certify that the attached financial statements for the Department of Corporate and Digital Development have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* 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 2025 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.



Catherine Weber

Chief Executive

29 August 2025

Michael Smid

A/Chief Financial Officer

29 August 2025

Comprehensive operating statement

For the year ended 30 June 2025

	Note	2025 \$000	2024 \$000
INCOME			
Taxation revenue			
Grants and subsidies revenue			
Capital	4	-	1 864
Appropriation	5		
Output		338 081	311 065
Commonwealth (excluding capital appropriation)		315	-
Sales of goods and services	6	46 548	45 371
Gain on lease extinguishment ¹		3 347	-
Goods and services received free of charge	7	282	229
Other income	8	18 045	12 993
TOTAL INCOME	3	406 618	371 522
EXPENSES			
Employee expenses	9	158 177	144 079
Administrative expenses			
Property management		12 466	10 417
Purchases of goods and services	10	147 207	132 860
Repairs and maintenance			
Depreciation and amortisation	17, 18	95 639	90 967
Other administrative expenses ²		286	248
Grants and subsidies expenses			
Current	11a	137	155
Capital	11b	1 750	3 000
Interest expenses	12	19 776	15 621
TOTAL EXPENSES	3	435 438	397 347
NET SURPLUS/(DEFICIT)		(28 820)	(25 825)
OTHER COMPREHENSIVE INCOME		-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-
COMPREHENSIVE RESULT		(28 820)	(25 825)

¹ Gain on lease extinguishment due to lease liability termination of various leased properties.

² Department of Logistics and Infrastructure repairs and maintenance 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 2025

	Note	2025 \$000	2024 \$000
ASSETS			
Current assets			
Cash and deposits	14	39 731	45 208
Receivables	16	29 352	26 808
Total current assets		69 083	72 016
Non-current assets			
Receivables	16	1 778	2 365
Property, plant and equipment	17, 25	644 237	627 898
Intangibles	18, 25	358 320	325 382
Total non-current assets		1 004 335	955 645
TOTAL ASSETS		1 073 418	1 027 661
LIABILITIES			
Current liabilities			
Deposits held	19	956	215
Payables	20	28 089	23 230
Borrowings and advances - lease liabilities	21	77 785	77 437
Provisions	22	23 373	22 692
Other liabilities	23	7 585	2 700
Total current liabilities		137 788	126 274
Non-current liabilities			
Borrowings and advances - lease liabilities	21	568 214	551 170
Total non-current liabilities		568 214	551 170
TOTAL LIABILITIES		706 002	677 444
NET ASSETS		367 416	350 217
EQUITY			
Capital		425 626	379 607
Accumulated funds		(58 210)	(29 390)
TOTAL EQUITY		367 416	350 217

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 2025

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2025					
Accumulated funds		(28 607)	(28 821)	-	(57 427)
Transfers from reserves		(783)	-	-	(783)
		(29 390)	(28 821)	-	(58 210)
Capital – transactions with owners					
Equity injections					
Capital appropriation		354 892	-	30 074	384 966
Equity transfers in		104 296	-	4 273	108 569
Other equity injections		56 329	-	12 902	69 231
Equity withdrawals					
Capital withdrawal		(77 489)	-	(641)	(78 130)
Equity transfers out		(58 421)	-	(589)	(59 010)
		379 607	-	46 019	425 626
Total equity at end of financial year		350 217	(28 821)	46 019	367 416
2024					
Accumulated funds		(2 782)	(25 825)	-	(28 607)
Transfers from reserves		(783)	-	-	(783)
		(3 565)	(25 825)	-	(29 390)
Capital – transactions with owners					
Equity injections					
Capital appropriation		319 229	-	35 663	354 892
Equity transfers in		103 969	-	326	104 295
Other equity injections		42 014	-	14 315	56 329
Equity withdrawals					
Capital withdrawal		(76 711)	-	(778)	(77 489)
Equity transfers out		(55 134)	-	(3 286)	(58 420)
		333 367	-	46 240	379 607
Total equity at end of financial year		329 802	(25 825)	46 240	350 217

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 2025

	Note	2025 \$000	2024 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Capital		-	1 864
Appropriation received	5		
Output		338 081	311 065
Commonwealth (excluding capital appropriation)		7 015	-
Receipts from sales of goods and services		106 172	103 050
Total operating receipts		451 268	415 979
Operating payments			
Payments to employees		(156 902)	(142 851)
Payments for goods and services		(198 646)	(196 472)
Grants and subsidies paid			
Current		(137)	(155)
Capital		(1 750)	(3 000)
Interest paid		(19 776)	(15 621)
Total operating payments		(377 211)	(358 099)
Net cash from/(used in) operating activities	15	74 057	57 880
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of non-financial assets		(45 659)	(55 601)
Total investing payments		(45 659)	(55 601)
Net cash from/(used in) investing activities		(45 659)	(55 601)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Deposits received		741	153
Equity injections			
Capital appropriation	5,15	30 074	35 663
Commonwealth capital appropriation	5,15	(1 815)	2 700
Other equity injections	15	13 400	14 968
Total financing receipts		42 400	53 484
Financing payments			
Finance Lease payments	15	(75 634)	(78 452)
Equity withdrawals	15	(641)	(778)
Total financing payments		(76 275)	(79 230)
Net cash from/(used in) financing activities	15	(33 875)	(25 746)
Net increase/(decrease) in cash held		(5 477)	(23 467)
Cash at beginning of financial year		45 208	68 675
CASH AT END OF FINANCIAL YEAR	14	39 731	45 208

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 objective of the Department of Corporate and Digital Development (DCDD) is to support all government agencies by delivering corporate and digital services, providing expert advice, developing transformative solutions and managing the Territory Government's digital environment.

In the digital services discipline, DCDD delivers a full range of digital services from network architecture and cyber security, through agency and across government digital systems management, data management and digital projects delivery, to ICT infrastructure, telecommunications and end user support.

In the corporate services discipline, DCDD provides end-to-end support services across workforce management, procurement and contract services, information management, fines recovery, along with payroll, finance services and property leasing management.

DCDD is predominantly funded by appropriations, as most services are provided to NTG agencies free of charge. However, government owned corporations and similar public trading enterprises are charged for services provided. Operations of the Fines Recovery Unit (FRU), which transferred into DCDD in September 2024, are funded by receipts from its enforcement activities, rather than appropriation.

The financial statements encompass all funds through which DCDD controls resources to carry out its functions and deliver its outputs.

Note 3 provides summary financial information in the form of an Operating Statement by output group.

Machinery of government changes

The FRU transferred into DCDD following the Administrative Arrangement Order (AAO) in September 2024.

Other functions transferred into DCDD in the 2024–25 financial year through administrative variations during the budget cycle.

Transfers in

Agency	Output appropriation transferred (\$000)
Northern Territory Fire and Emergency Services web services (<i>administrative variation</i>)	205
Northern Territory Police Force various functions (<i>administrative variation</i>)	5 767
Attorney-General's Department – DCDD Fines Recovery Unit (AAO)	2 819
Total	8 791

DCDD did not transfer any functions out in the 2024–25 financial year.

2. Statement of material accounting policy information

a) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the DCDD to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- a certification of the financial statements
- a comprehensive operating statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- applicable explanatory notes to the financial statements.

Standards and interpretations effective from 2024–25 financial year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2024–25 financial year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

b) Agency and Territory items

The financial statements of DCDD include income, expenses, assets, liabilities and equity over which DCDD has control (agency items) and is able to utilise to further its own objectives. Certain items, while managed by the agency, are administered 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 30 – Schedule of administered Territory items.

c) 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. Figures in the financial statements and notes may not equate due to rounding.

d) 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 1995* 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.

3. Comprehensive Operating Statement by output group

	Note	Corporate Support Development		Digital Government Development			Corporate and Shared Services			Total	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME											
Grants and subsidies revenue											
Capital	4	-	-	-	1 864	-	-	-	-	-	1 864
Appropriation	5										
Output		172 299	159 981	122 389	124 881	43 393	26 203	338 081	311 065		
Commonwealth		-	-	315	-	-	-	315	-		
Sales of goods and services	6	10 555	8 235	34 558	35 777	1 435	1 359	46 548	45 371		
Gain on lease extinguishment		3 347	-	-	-	-	-	3 347	-		
Goods and services received free of charge	7	-	-	-	-	282	229	282	229		
Other income	8	1 554	788	16 235	11 988	256	217	18 045	12 993		
TOTAL INCOME		187 754	169 004	173 497	174 510	45 366	28 008	406 618	371 522		
EXPENSES											
Employee expenses	9	74 005	68 206	75 838	69 932	8 334	5 941	158 177	144 079		
Administrative expenses											
Property management		11 489	9 783	687	406	290	228	12 466	10 417		
Purchases of goods and services	10	9 194	9 703	136 934	122 279	1 079	878	147 207	132 860		
Depreciation and amortisation	17,18	83 624	85 344	12 015	5 623	-	-	95 639	90 967		
Other administrative expenses ¹		-	-	4	13	282	235	286	248		
Grants and subsidies expenses											
Current	11a			137	155			137	155		
Capital	11b			1 750	3 000			1 750	3 000		
Interest expenses	12	19 776	15 621	-	-	-	-	19 776	15 621		
TOTAL EXPENSES		198 089	188 657	227 365	201 408	9 985	7 282	435 438	397 347		
NET SURPLUS/(DEFICIT)		(10 334)	(19 653)	(53 868)	(26 898)	35 381	20 726	(28 820)	(25 825)		
OTHER COMPREHENSIVE INCOME											
TOTAL OTHER COMPREHENSIVE INCOME											
COMPREHENSIVE RESULT		(10 334)	(19 653)	(53 868)	(26 898)	35 381	20 726	(28 820)	(25 825)		

¹ Includes DLI repairs and maintenance service charges.

This comprehensive operating statement by output group is to be read in conjunction with the notes to the financial statements.

DCDD is predominantly funded by parliamentary appropriations for the provision of outputs. Outputs are the services provided, or goods produced by an agency for users external to the agency. They support the delivery of the agency's objectives and or statutory responsibilities. The above table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

4. Grants and subsidies revenue

Grants revenue is recognised at fair value exclusive of GST in accordance with the requirements of AASB 15 - Revenue from Contracts with Customers or AASB 1058 - Income of Not-for-Profit Entities.

To determine if a grant should be accounted for under AASB 1058 or AASB 15, the department must determine if the relevant agreement is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing whether the performance obligations are 'sufficiently specific', the department has applied significant judgement by performing a detailed analysis of the terms and conditions contained in the grant agreement, including accompanying documentation (e.g. activity work plans) and where necessary holding discussions with relevant parties.

Income recognition from grants received by the department has been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Where assessed as AASB 15, revenue is initially deferred as unearned contract revenue liability, included in Note 23 Other liabilities, when received in advance and recognised as or when the performance obligations are satisfied.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058 and is recognised upfront on receipt of funding.

Capital grants with enforceable contracts and sufficiently specific obligations are deferred as an unearned capital grants liability, included in Note 23 Other liabilities, when received and subsequently recognised progressively as revenue as or when the agency satisfies its obligations under the agreement. Where a non-financial asset is purchased, revenue is recognised at the point in time the asset is acquired and control transfers to the agency.

While DCDD received \$1.9 million grant revenue in 2023-24, none was recognised in 2024-25. Funds received from the Commonwealth in 2024-25 for mobile connectivity projects were recognised as unearned revenue, rather than grants and subsidies revenue, since performance obligations were not satisfied in the reporting year.

5. Appropriation

Appropriation recorded in the operating statement includes output appropriation and Commonwealth appropriation received for the delivery of services.

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	338 081	338 081	-	311 065	311 065
Commonwealth	-	315	315	-	-	-
Total appropriation in the operating statement	-	338 396	338 396	-	311 065	311 065

Appropriation recorded in the cashflow statement includes capital appropriation and Commonwealth capital appropriation received for the delivery of assets to be retained by the agency.

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Capital	-	30 074	30 074	-	35 663	35 663
Commonwealth	5 200	-	5 200	2 700	-	2 700
Total appropriation in the cashflow statement	5 200	30 074	35 274	2 700	35 663	38 363

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation Act*. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and are recognised on receipt of funds.

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 passed on to the relevant agencies as Commonwealth appropriation.

Where Commonwealth appropriation received has an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 as revenue from contracts with customers. In this case, revenue is recognised as and when goods and or services are transferred to the customer or third-party beneficiary. Otherwise, revenue is recognised when the agency gains control of the funds. DCDD received Commonwealth appropriation in 2024–25 to support delivery of mobile connectivity projects and digital projects.

Commonwealth appropriations accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

Financial statement - DCDD

	2025	2024
	\$000	\$000
Type of good and service:		
Regulatory services	-	-
Service delivery	-	-
Construction services	4 000	2 700
Other	1 200	-
Total revenue from contracts with customers	5 200	2 700
Type of customer:		
Commonwealth Government	-	-
State and Territory Government	-	-
Non-government entities	5 200	2 700
Total revenue from contracts with customers	5 200	2 700
Timing of transfer of goods and services:		
Overtime	5 200	2 700
Point in time	-	-
Total revenue from contracts with customers	5 200	2 700

Summary of changes to budget appropriations

The following table presents changes to budgeted appropriations authorised during the current financial year together with explanations for significant changes. It compares the amounts originally identified in the *Appropriation (2024-2025) Act 2024* with revised appropriations as reported in 2025-26 Budget Paper No. 3 Agency Budget Statements and the final end of year appropriation.

The changes within this table relate only to appropriation and do not include agency revenue (for example, goods and services revenue and grants received directly by the agency) or expenditure. Refer to Note 31 Budgetary information for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Original 2024-25 budget appropriation (a)	Revised 2024-25 budget appropriation (b)	Change to budget appropriation (b-a)	Note	Final 2024-25 budget appropriation (d)	Change to budget appropriation (d-b)	Note
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Output	356 443	338 681	(17 762)	1	338 081	(600)	
Capital	16 980	29 574	12 594	2	30 074	500	
Commonwealth	-	4 500	4 500	3	4 500	-	
Total appropriation	373 423	372 755	(668)		372 655	(100)	

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by DCDD in line with the budgeted amounts.

Commonwealth appropriation reflects funding anticipated to be received from the Commonwealth for both operational and capital purposes. As Commonwealth appropriations are largely recognised as or when performance obligations are satisfied, the actual amounts received by DCDD and reported in these financial statements may vary from the budgeted amounts reported in this table.

The following are explanations of changes over \$1 million or where there is a significant offset resulting in net changes under \$1 million.

Note 1: Mainly due to property leasing parameter adjustments, machinery of government transfers in, offset by category of cost changes and transfers between years for digital projects.

Note 2: Primarily related to category of cost adjustments to transfer operational funding to capital for digital projects.

Note 3: Funding for Regional Roads Australia Mobile Project (RRAMP) and Aged care screening project.

6. Sales of goods and services

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Fees from regulatory services	-	2 488	2 488	-	-	-
ICT infrastructure program	-	31 100	31 100	-	30 359	30 359
Corporate services charges	-	6 867	6 867	-	8 659	8 659
Property – recovery of costs	-	4 979	4 979	-	5 304	5 304
Salary sacrifice administrative fee	-	1 114	1 114	-	1 049	1 049
Total sales of goods and services	-	46 548	46 548	-	45 371	45 371

Fees from regulatory services

Revenue from regulatory fees include fees for the issue of licences and is generally recognised when the agency satisfies its performance obligations or upfront on receipt of cash for licences with a term less than 12 months or a low value of \$10,000 or less.

DCDD’s revenue from regulatory services relate to fees for the enforcement of fines and penalties by the Fines Recovery Unit. Revenue is recognised upfront on receipt of cash payments.

Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise income from rendering of services, and sales of goods and services. These are recognised at fair value, exclusive of GST.

Sales of goods

Revenue from sales of goods is recognised when DCDD satisfies a performance obligation by transferring the promised goods.

Revenue from these sales are based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. There is no element of financing present as sales are made with a short credit term.

DCDD sale of goods revenue includes:

ICT infrastructure program – a program to manage the supply of ICT hardware to agencies, including desktops, laptops, printers, telephone handsets, servers and multi-functional devices. Revenue is recognised as DCDD satisfies its performance obligation when services are performed, with the payments typically due a month after.

Rendering of services

Revenue from rendering of services is recognised when DCDD satisfies the performance obligation by transferring promised services.

DCDD services revenue includes:

Corporate services charges – services are billed to agencies through a costing allocation model which covers the wide range of corporate services that DCDD provides. Data on services performed for each NTG agency is collected on a monthly basis and applied to determine agency charges. Revenue is recognised as DCDD satisfies its performance obligation when services are performed for agencies. Where payments are required, the payments are typically due a month after being charged.

Property – recovery of costs – includes funds received from agencies for rent, cleaning, security and management fees. Revenue is recognised as DCDD satisfies its performance obligation when these services are performed, with the payments typically due a month after.

Salary sacrifice administrative fee – fees charged by DCDD for the work undertaken to facilitate personal salary packaging arrangements for NTPS employees. Revenue is recognised as DCDD satisfies its performance obligation when these services are performed, with the payments typically due a month after.

7. Goods and services received free of charge

	2025	2024
	\$000	\$000
Repairs and maintenance - DLI Notional Charges	282	229
Total goods and services received free of charge	282	229

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Repairs and maintenance expenses incurred on the agency's assets and costs associated with administration of these expenses are centralised and in the Department of Logistics and Infrastructure on behalf of the agency, and form part of goods and services received free of charge by the agency.

8. Other income

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Miscellaneous revenue - ICT Services	-	4 016	4 016	-	3 215	3 215
Miscellaneous revenue - Digital Services (projects)	-	12 220	12 220	-	7 654	7 654
Miscellaneous revenue - other	-	1 809	1 809	-	2 124	2 124
Total other income	-	18 045	18 045	-	12 993	12 993

Miscellaneous revenue

Miscellaneous revenue includes reimbursements, and project cost recoveries. Where funding is received for agreements that are enforceable and contain sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or third-party beneficiary, the transaction is accounted for under AASB 15 as revenue from contracts with customers. Where this criterion is not met, revenue is generally accounted for under AASB 1058 and income is generally recognised upfront on receipt of funding.

DCDD pays for goods and services on behalf of other agencies and these expense recoveries primarily includes management costs for digital projects.

DCDD satisfies performance obligations when the goods or services have been completely delivered. Subsequently, DCDD recovers the expenditure from agencies through the issuance of invoices, with revenue recognised when payment is received.

9. Employee benefits expense

	2025	2024
	\$000	\$000
Salaries and wages	134 181	122 385
Long service leave	(64)	(107)
Superannuation expenses	15 214	13 620
Workers compensation	-	-
Fringe benefits tax	404	359
Payroll tax	8 442	7 822
Total employee benefits expense	158 177	144 079

The number of full-time equivalent employees for 2024–25 was 1,161 (2023–24: 1,159).

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 20: Payables and Note 22: Provisions.

10. Purchases of goods and services

	2025	2024
	\$000	\$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Information technology charges and communications ¹	133 235	120 978
Telecommunications	1 821	1 703
Contractors and Consultants ²	4 477	3 704
Advertising ³	7	9
Marketing and promotion ⁴	155	233
Document production	4	2
Legal expenses ⁵	923	577
Recruitment ⁶	59	168
Training and study	1 432	1 039
Official duty fares	370	184
Travelling allowance	88	88
Equipment expenses – other	422	402
Other	4 215	3 773
Total purchases of goods and services	147 207	132 860

¹ Includes ICT hardware and software, ICT contractors and consultants, and IT charges.

² Includes other contractors and consultants.

³ Does not include recruitment advertising or marketing and promotion advertising.

⁴ Includes advertising for marketing and promotion, but excludes marketing and promotion consultants expenses, which are incorporated in the contractors and consultants category.

⁵ Includes legal fees, claim and settlement costs.

⁶ Includes recruitment-related advertising costs.

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

11. Grant and subsidies expenses

a) Current grant and subsidy expense

	2025	2024
	\$000	\$000
Current grants		
Private and not-for-profit sector	137	155
Total current grants	137	155
Total current grant and subsidy expense	137	155

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return. Current grant expense for DCDD in 2024–25 relates to telecommunications projects.

Subsidies are payments aimed at reducing all or part of the costs of an activity. DCDD did not provide any subsidies in the 2024–25 and 2023–24 financial years.

Current grant and subsidy expenses are recognised as an expense in the reporting period in which they are paid or payable, exclusive of the amount of GST.

b) Capital grant expense

	2025	2024
	\$000	\$000
Local government	-	500
Private and not-for-profit sector	1 750	2 500
Total	1 750	3 000

Capital grant expenses are transfers made to a recipient for the purpose of acquiring or constructing a new physical asset or upgrading an existing physical asset, for which no economic benefits of equal value are receivable in return. It also includes the transfer of existing agency assets to another entity for which no economic benefits of equal value are receivable in return. Capital grant expenses for DCDD largely comprise of broadband network and mobile connectivity projects in the Northern Territory.

Capital grant expenses are recognised in the reporting period in which they are paid or payable, exclusive of the amount of GST. Where an existing agency asset is transferred to a recipient, the transaction is recognised when the agency transfers control of asset to the recipient.

12. Interest expenses

	2025	2024
	\$000	\$000
Interest from lease liabilities	19 776	15 621
Total	19 776	15 621

Interest expenses for DCDD relates to lease liabilities in accordance with AASB 16 - Leases.

13. Write-offs, postponements, waiver, gifts and ex gratia payments

The following table presents all write-offs, waivers, postponements, gifts and ex gratia payments approved under the *Financial Management Act 1995* (FMA) or other legislation that the agency administers.

	Agency				Territory items				Note
	2025 \$000	No. of trans.	2024 \$000	No. of trans.	2025 \$000	No. of trans.	2024 \$000	No. of trans.	
Authorised under the <i>Financial Management Act 1995</i>									
<i>Write offs, postponements and waivers approved by the Treasurer</i>									
Irrecoverable money written off	-	-	-	-	-	-	-	-	
Losses or deficiencies of money written off	-	-	5	1	-	-	-	-	1
Value of public property written off	-	-	-	-	-	-	-	-	
Postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-	
Waiver of right to receive or recover money or property	-	-	-	-	-	-	-	-	
Total write offs, postponements and waivers approved by the Treasurer	-	-	5	1	-	-	-	-	
<i>Write offs, postponements and waivers approved by delegates</i>									
Irrecoverable money written off	-	-	-	-	-	-	-	-	
Losses or deficiencies of money written off	1	1	-	-	-	-	-	-	
Value of public property written off	4	2	13	4	-	-	-	-	
Postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-	
Waiver of right to receive or recover money or property	-	-	-	-	-	-	-	-	
Total written off, postponed and waived approved by delegates	5	3	13	4	-	-	-	-	
Total write-offs, postponements and waivers	5	3	18	5	-	-	-	-	

Notes (write-off):

1. Relates to loss of money due to an irrecoverable salary overpayment.

DCDD had no waivers, postponements, gifts and ex gratia payments for the 2024–25 financial year.

Write-off

Write-offs reflect the removal from accounting records the value of public money or public property owing to, or loss sustained by the Territory or agency. It refers to circumstance where the Territory or an agency has made all attempts to pursue the debt, however, is deemed irrecoverable due to reasons beyond the Territory or an agency's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

Waiver

Waivers reflect the election to forgo a legal right to recover public money or receive public property. Once agreed with and communicated to the debtor, it will have the effect of extinguishing the debt and renouncing the right to any future claim on that public money or public property. Waivers result in no cash outlay and are accounted for under 'Current grants and subsidies expense' in the comprehensive operating statement.

Postponement

A postponement is a deferral of a right to recover public money or receipt of public property from its due date. This has no effect on revenues or expenses recognised but may affect cash inflows or assets in use.

Gifts

A gift is an asset or property, deemed surplus to government's requirements, transferred to a suitable recipient, without receiving any consideration or compensation, and where there is no constructive or legal obligation for the transfer. Gifted property is accounted under 'Other administrative expenses' in the comprehensive operating statement.

Ex gratia

Ex gratia payments or act-of-grace payments are gratuitous payments where no legal obligation exists. Ex gratia payments can only be approved by the Treasurer. Ex gratia payments result in cash outlay and are accounted for under 'Purchases of goods and services' in the comprehensive operating statement.

14. Cash and deposits

	2025	2024
	\$000	\$000
Cash on hand	30	32
Cash at bank	39 701	45 176
Total cash and deposits	39 731	45 208

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 19.

15. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$39.7 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

Reconciliation of net surplus/deficit to net cash from operating activities

	2025	2024
	\$000	\$000
Net surplus/(deficit)	(28 820)	(25 825)
<i>Non-cash items:</i>		
Depreciation and amortisation	95 639	90 967
Asset write-offs/write-downs	4	13
Gain/loss on disposal of assets	(3 347)	-
<i>Changes in assets and liabilities:</i>		
Decrease/increase in receivables	(1 957)	(591)
Decrease/increase in payables	5 157	(7 633)
Decrease/increase in provision for employee benefits	522	673
Decrease/increase in other provisions	159	276
Decrease/increase in other liabilities	6 700	-
Net cash from/(used in) operating activities	74 057	57 880

b) Reconciliation of liabilities arising from financing activities

	Cash flows					Other			
	1 July	Equity injection/ withdrawal	Appropriation	Lease liabilities repayments	Deposit received	Total cash flows	Other	Total other	30 June
2025		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	215	-	-	-	741	741	-	-	956
Provisions	22 692	-	-	-	-	-	681	681	23 373
Lease liabilities	628 607	-	-	(75 634)	-	(75 634)	93 026	93 026	645 999
Other	379 607	12 759	28 259	-	-	41 018	5 001	5 001	425 626
Total	1 031 121	12 759	28 259	(75 634)	741	(33 875)	98 708	98 708	1 095 954

	Cash flows					Other			
	1 July	Equity injection/ withdrawal	Appropriation	Lease liabilities repayments	Deposit received	Total cash flows	Other	Total other	30 June
2024		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	62	-	-	-	153	153	-	-	215
Provisions	21 742	-	-	-	-	-	950	950	22 692
Lease Liabilities	595 273	-	-	(78 452)	-	(78 452)	111 786	111 786	628 607
Other ¹	333 367	14 190	38 363	-	-	52 553	(6 313)	(6 313)	379 607
Total	950 444	14 190	38 363	(78 452)	153	(25 746)	106 423	106 423	1 031 121

¹ Prior year figures for equity injections/withdrawal were amended from the published version to reflect correct reconciliation.

c) Non-cash financing and investing activities

Lease transactions

During the financial year, DCDD recorded right-of-use asset for property leases in buildings for \$10 million (2024: \$76 million).

16. Receivables

	2025	2024
	\$000	\$000
Current		
Accounts receivable	2 575	1 596
Less: loss allowance	-	-
	2 575	1 596
Interest receivables	-	-
GST receivables	3 489	2 809
Prepayments	22 954	21 586
Other receivables	334	817
	29 352	26 808
Non-current		
Prepayments	1 778	2 365
Other receivables	-	-
	1 778	2 365
Total receivables	31 130	29 173

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable and other receivables are generally settled within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

Accrued contract revenue

Accrued contract revenue relates to the agency's right to consideration in exchange for works completed but not invoiced at the reporting date. Once the agency's rights to payment becomes unconditional, usually on issue of an invoice, accrued contract revenue balances are reclassified as contract receivables. Accrued revenue that does not arise from contracts with customers are reported as part of other receivables.

DCDD has no accrued contract revenues.

Prepayments

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received. DCDD prepayments relate to ICT products, which include hardware, software, licences and related support services.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information, including macroeconomic factors.

In accordance with the provisions of the FMA, receivables are written off when based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the agency's control.

The loss allowance for receivables at reporting date represents the amount of receivables the agency estimates is likely to be uncollectible and is considered doubtful. Ageing analysis as at the reporting date are disclosed below. DCDD recognised no loss allowance for receivables for 2024–25 and 2023–24 from the assessment of expected credit losses.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government (NTG) such as other agencies, government business divisions and government owned corporations. External receivables reflect amounts owing from third parties which are external to NTG.

Ageing analysis

Internal receivables	2025				2024			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Not overdue	1 394	-	-	1 394	1 435	-	-	1 435
Overdue for less than 30 days	67	-	-	67	119	-	-	119
Overdue for 30 to 60 days	23	-	-	23	22	-	-	22
Overdue for more than 60 days	1 023	-	-	1 023	-	-	-	-
Total internal receivables	2 507	-	-	2 507	1 576	-	-	1 576
External receivables								
Not overdue	1	-	-	1	-	-	-	-
Overdue for less than 30 days	22	-	-	22	-	-	-	-
Overdue for 30 to 60 days	8	-	-	8	-	-	-	-
Overdue for more than 60 days	37	-	-	37	20	-	-	20
Total external receivables	68	-	-	68	20	-	-	20

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

Reconciliation of loss allowance for receivables

DCDD recognised no loss allowance for receivables for 2024–25 and 2023–24 from the assessment of expected credit losses.

17. Property, plant and equipment

Total property, plant and equipment

	2025	2024
	\$000	\$000
Construction (work in progress)		
At capitalised cost	11	326
	11	326
Plant and equipment		
At fair value	45 608	37 425
Less: accumulated depreciation	(18 584)	(15 478)
	27 024	21 947
Computer hardware		
At cost	16 407	15 151
Less: accumulated depreciation	(12 476)	(11 717)
	3 931	3 434
Transport Equipment		
At fair value	32	-
Less: accumulated depreciation	(13)	-
	19	-
Leased property, plant and equipment		
At capitalised cost	897 491	887 623
Less: accumulated depreciation	(284 239)	(285 432)
	613 252	602 191
Total property, plant and equipment	644 237	627 898

Reconciliation of carrying amount of property, plant and equipment

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

	Computer hardware	Transport Equipment	Plant and equipment	Construction (WIP) Infrastructure	Leased property, plant and equipment	Total
2025	\$000	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	3 434	-	21 947	326	602 191	627 898
Additions	189	-	-	-	82 445	82 634
Disposals	-	-	-	-	(498)	(498)
Depreciation expense – asset owned	(1 791)	(4)	(3 142)	-	-	(4 937)
Amortisation expense – right-of-use asset	-	-	-	-	(80 568)	(80 568)
Additions/disposals from administrative restructuring	-	-	-	-	-	-
Additions/disposals from asset transfers	2 100	23	8 221	(315)	(4 245)	5 784
Revaluation increments/decrements	-	-	-	-	13 928	13 928
Impairment losses reversed	(2)	-	(3)	-	-	(5)
Carrying amount as at 30 June	3 931	19	27 024	11	613 252	644 237

	Computer hardware	Transport Equipment	Plant and equipment	Construction (WIP) Infrastructure	Leased property, plant and equipment	Total
2024	\$000	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	3 731	-	25 541	22	575 014	604 308
Additions	2 400	-	(2 095)	-	54 934	55 239
Disposals	-	-	-	-	(8 747)	(8 747)
Depreciation expense – asset owned	(2 574)	-	(2 628)	-	-	(5 202)
Amortisation expense – right-of-use asset	-	-	-	-	(82 847)	(82 847)
Additions/disposals from administrative restructuring	-	-	-	-	-	-
Additions/disposals from asset transfers	(114)	-	1 133	304	-	1 323
Revaluation increments/decrements	-	-	-	-	65 598	65 598
Impairment losses reversed	(9)	-	(4)	-	-	(13)
Lease incentives	-	-	-	-	(1 761)	(1 761)
Carrying amount as at 30 June	3 434	-	21 947	326	602 191	627 898

Acquisitions

Property, plant and equipment are initially recognised at cost.

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.

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

Construction (work in progress)

As part of the financial management framework, Department of Logistics and Infrastructure (DLI) is responsible for managing general government capital works projects on a whole of government basis. Therefore, appropriation for capital works is provided directly to DLI 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.

Revaluation of assets

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

For right-of-use assets, the net present value of the remaining lease payments is often an appropriate proxy for the fair value of relevant right-of-use assets at the time of initial recognition. Subsequently, right-of-use assets are stated at cost less depreciation, which is deemed to equate to fair value.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025	2024
Plant and equipment	10 years	10 years
Leased plant and equipment	5 years	5 years
Right of use	2 to 15 years	2 to 15 years
Computer hardware	3 to 6 years	3 to 6 years

Right-of-use asset

The agency assesses at contract inception whether a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration and hence contains a lease.

The agency recognises lease liabilities representing an obligation to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

The agency recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use).

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If ownership of the leased asset transfers to the agency at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are subsequently measured at fair value which approximates costs less accumulated amortisation and accumulated impairment losses.

Right-of-use assets are subject to remeasurement principles consistent with the lease liability. This includes applying indexation and market rent review. Right-of-use assets are also revalued where a trigger or event may indicate their carrying amount does not equal fair value.

The agency applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases and recognises these as an expense on a straight-line basis over the lease term. These largely relate to the lease of:

- motor vehicles from NT Fleet
- training centres with the Department of Education and Training
- government centres with the Department of Logistics and Infrastructure.

Leases that have significantly below-market terms and conditions principally to enable the agency to further its objectives

The agency has 2 peppercorn leases (\$1 per annum), as follows:

- Palmerston Leisure Centre has an initial lease term of 3 years with a 2 year option and is being utilised as a Youth Drop-in Centre. The expiry date for this lease is 30 June 2026.
- Part Lot 837 (A) Wurrumiyanga has an initial lease term of 3 years with a 2 year option and is being utilised as hybrid office and short-term accommodation space to conduct regional operations and service delivery hub for Department of the Chief Minister and Cabinet. The expiry date for this lease is 30 June 2026.

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the agency to further its objectives, are measured at cost and depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The following amounts were recognised in the comprehensive operating statement for the year in respect of leases where the agency is the lessee:

	2025	2024
	\$000	\$000
Depreciation expense of right-of-use assets	80 568	82 847
Interest expense on lease liabilities	19 776	15 621
Expense relating to short-term leases	3 286	1 599
Expense relating to leases of low-value assets	-	-
Variable lease payments, not included in the measurement of lease liabilities	-	-
Intergovernmental leases (not applicable to GBDs)	366	348
Income from subleasing right-of-use assets	-	-
Gains or losses arising from sale and leaseback transactions	-	-
Total amount recognised in the comprehensive operating statement	103 996	100 415

18. Intangibles

a) Total intangibles

	2025	2024
	\$'000	\$'000
Intangibles with a finite useful life		
Computer software		
Gross carrying amount	109 896	25 375
Less: accumulated amortisation	(30 791)	(21 472)
Carrying amount at 30 June	79 105	3 903
Software work in progress		
At capitalised cost	279 215	321 479
Total intangibles	358 320	325 382

Intangible assets for DCDD are comprised of computer software.

Intangible assets are initially measured at cost. Where an asset is acquired at no or nominal cost, the cost is the fair value as at the date of acquisition.

Intangible assets arising from configuration and customisation costs for an application software in a Software-as-a-Service (SaaS) arrangement are only recognised where the services create a separately identifiable software code from which the agency has the power to both obtain the future economic benefits and restrict others' access to those benefits.

There is no active market for any of the agency's intangible assets. As such, intangible assets are subsequently recognised and carried at cost less accumulated amortisation and any accumulated impairment losses.

Intangibles with limited useful lives are amortised using the straight-line method over their estimated useful lives, which reflects the pattern of when expected economic benefits are likely to be realised.

The estimated useful lives for finite intangible assets are in accordance with agency's determination as follows:

	2025	2024
Computer software – general (off the shelf)	2 to 5 years	2 to 5 years
Computer software – corporate systems	2 to 20 years ¹	5 to 10 years

¹ Useful life of finite intangible assets was revised in accordance with DCDD Non-financial Assets Policy – Intangibles (2025).

Intangible assets with finite useful life are assessed for indicators of impairment on an annual basis. If any indicator of impairment exists, the agency determines the asset's recoverable amount. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Agency intangible assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

b) Reconciliation of carrying amount of intangibles

	Computer software	Software work in progress	Total
2025	\$000	\$000	\$000
Intangibles with a finite useful life			
Carrying amount at 1 July	3 903	321 479	325 382
Additions	-	45 172	45 172
Disposals	-	-	-
Additions/disposals from administrative restructuring	-	-	-
Additions/disposals) from asset transfers	85 336	(87 436)	(2 100)
Amortisation	(10 134)	-	(10 134)
Carrying amount as at 30 June	79 105	279 215	358 320

	Computer software	Software work in progress	Total
2024	\$000	\$000	\$000
Intangibles with a finite useful life			
Carrying amount at 1 July	6 742	269 435	276 177
Additions	79	55 217	55 296
Disposals	-	-	-
Additions/disposals from administrative restructuring	-	-	-
Additions/disposals) from asset transfers	(2 918)	(3 173)	(6 091)
Carrying amount as at 30 June	3 903	321 479	325 382

19. Deposits held

	2025	2024
	\$000	\$000
Accountable officer's trust account	610	-
Clearing money	247	215
Other	99	-
Total deposits held	956	215

Deposits held mainly comprise Accountable Officer's Trust Account (AOTO), clearing money and other deposits held.

The AOTO holds trust monies established under legislation held by the by the agency on behalf of others for a specific purpose and not for use in operations of government. These primarily include collections by the Fines Recovery Unit (FRU) and unrepresented cheques.

Clearing money is public money in transit that is payable to another entity. These funds typically do not contribute to the operations of the agency. Clearing money balances for DCDD relate to taxation activities.

Other deposits held comprise FRU receipts for victim's levy due to be paid out in the next financial year.

20. Payables

	2025	2024
	\$000	\$000
Accounts payable	2 485	3 882
Accrued salaries and wages	3 776	3 185
Other accrued expenses	21 828	15 865
Other payables	-	298
Total payables	28 089	23 230

Liabilities for accounts payable and other amounts payable are carried at amortised 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 20 days from receipt of valid invoices under \$1 million or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

21. Borrowings and advances – lease liabilities

	2025	2024
	\$000	\$000
Current		
Lease liabilities	77 785	77 437
	77 785	77 437
Non-current		
Lease liabilities	568 214	551 170
	568 214	551 170
Total lease liabilities	645 999	628 607

At the commencement date of the lease where the agency is the lessee, the agency recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Variable lease payments which depend on an index or a rate are included in the lease liabilities, otherwise, are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the agency's leases, the Northern Territory Treasury Corporation's institutional bond rate is used as the incremental borrowing rate.

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After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (such as changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The following table presents liabilities under leases.

	2025	2024 ¹
	\$000	\$000
Balance at 1 July	628 607	595 273
Additions/remeasurements	93 027	111 786
Interest expenses	19 776	15 621
Payments	(95 411)	(94 073)
Balance at 30 June	645 999	628 607

¹ Prior year figures have been amended from the published version to reflect correct reconciliation.

The agency had total cash outflows for leases of \$95.4 million in 2025 (\$94.1 million in 2024).

Future minimum lease payments under non-cancellable leases not recorded as liability are as follows:

	2025		2024	
	Internal	External	Internal	External
Not later than one year	789	1 483	687	496
Later than one year and not later than 5 years	518	-	534	-
Later than 5 years	-	-	1	-
	1 307	1 483	1 222	496

22. Provisions

	2025	2024
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	17 347	16 940
Leave loading	2 264	2 105
Recreation leave airfares	79	122
Other provisions	3 683	3 525
	23 373	22 692
Total Provisions	23 373	22 692

Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 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 12 months of the reporting date are measured at present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures and periods of service.

All recreation leave is classified as a current liability.

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 and other leave entitlements
- 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 DCDD, and therefore no long service leave liability is recognised within these financial statements.

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 therefore not recognised in agency financial statements.

23. Other liabilities

	2025	2024
	\$000	\$000
Other liabilities		
Current		
Unearned contract revenue liability	6 700	-
Unearned capital grants liability	885	2 700
	7 585	2 700
Total other liabilities	7 585	2 700

Unearned contract revenue liability

Unearned contract revenue liability relates to consideration received in advance from Commonwealth grants to support delivery of mobile connectivity to regional and remote communities of the Northern Territory. Funds amounting to \$4.0 million were received in 2024–25, combined with a \$2.7 million transfer from unearned capital grants liability, comprise the \$6.7 million balance of unearned contract revenue liability as at 30 June 2025. No revenue was recognised in 2024–25 financial year since no performance obligation was fulfilled in the reporting year, and expenditure will commence in 2025–26.

The agency anticipates to recognise as revenue, unearned contract revenue liability in accordance with the time bands below:

	2025	2024
	\$000	\$000
Not later than one year	5 500	-
Later than one year and not later than 5 years	1 200	-
Later than 5 years	-	-
Total	6 700	-

Unearned capital grants liability

Unearned capital grants liability relates to contributions to enable the agency to acquire or construct a non-financial asset to be controlled by the agency, received in advance of the agency satisfying the performance obligation. The unearned capital grants liability balance is predominantly made up of funding for the Aged Care Screening project and National Healthcare ID project.

The table below is a reconciliation of unearned capital grants liability.

	2025	2024
	\$000	\$000
Carrying amount at 1 July	2 700	-
Less: transfer to unearned contract revenue liability	(2 700)	-
Add: receipt of cash during the financial year	885	2 700
Less: income recognised during the financial year	-	-
Carrying amount at 30 June	885	2 700

The agency anticipates to recognise capital grant revenue, for unearned capital grants liability in accordance with the time bands below:

	2025	2024
	\$000	\$000
Not later than one year	885	2 700
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
Total	885	2 700

24. Capital commitments¹

Capital commitments represent future obligations or cash outflows primarily related to the construction of assets that can be reliably measured and arise out of a contractual arrangement and typically binds the agency to performance conditions. Commitments are not recognised as liabilities on the balance sheet.

Commitments may extend over multiple reporting periods and may result in payment of compensation or return of funds if obligations are breached.

Capital expenditure commitments primarily relate to hardware/software for digital projects.

These contracts are expected to be payable as follows:

	2025	2024
	\$000	\$000
Not later than one year	14 813	62 141
Later than one year and not later than 5 years	45 927	6 970
Later than 5 years	-	-
Total capital expenditure commitments (exclusive of GST)	60 740	69 111
<i>Plus: GST recoverable</i>	<i>6 074</i>	<i>6 911</i>
Total capital expenditure commitments (inclusive of GST)	66 814	76 022

¹ Excludes amounts recognised as unearned revenue in the agency's financial records.

25. 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.

DCDD's property, plant and equipment, computer software and computer hardware are recognised at cost less depreciation or amortisation. The carrying amounts of these financial assets and liabilities approximates their fair value.

26. 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.

DCDD's financial instruments include cash and deposits, receivables, payables and finance lease liabilities. It excludes statutory receivables arising from taxes including tax receivables, GST input tax credits recoverable, and fines and penalties, which do not meet the definition of financial instruments as per AASB 132 - Financial instruments: Presentation.

DCDD has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities.

a) Categories of financial instruments

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

	Category	2025 \$000	2024 \$000
Cash and deposits	Amortised cost	39 731	45 208
Receivables ¹	Amortised cost	2 575	1 596
Total financial assets		42 306	46 804
Deposits held ¹	Amortised cost	247	215
Payables ¹	Amortised cost	2 485	4 180
Lease liabilities	Amortised cost	645 999	628 607
Total financial liabilities		648 731	633 002

¹Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued contract revenue.

Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

The agency's financial assets categorised at amortised cost include cash and deposits and receivables.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. The agency's financial liabilities categorised at amortised cost include all accounts payable, deposits held and lease liabilities.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

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 creditworthy 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.

Credit risk relating to receivables is disclosed in Note 16.

c) Liquidity risk

Liquidity risk is the risk 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 it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. The agency's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

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Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2025	\$000	\$000	\$000	\$000	\$000
Liabilities					
Deposits held ¹	247	247			247
Payables ¹	2 485	2 485			2 485
Lease liabilities	645 999	97 410	331 105	325 672	754 187
Total financial liabilities	648 731	100 142	331 105	325 672	756 919

¹ Amounts disclosed exclude statutory amounts and accruals (such as AOTA, accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not reconcile the balance sheet.

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2024	\$000	\$000	\$000	\$000	\$000
Liabilities					
Deposits held ¹	215	215			215
Payables ¹	4 180	4 180			4 180
Lease liabilities	628 607	92 716	327 432	285 936	706 084
Total financial liabilities	633 002	97 111	327 432	285 936	710 479

¹ Amounts disclosed exclude statutory amounts and accruals (such as AOTA, accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not reconcile the balance sheet.

d) Market risk

Market risk is the risk 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

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

DCDD is not exposed to interest rate risk as agency financial assets and financial liabilities, with the exception of leases are non-interest bearing. Lease arrangements are established on a fixed interest rate and therefore do not expose DCDD to interest rate risk.

ii. Price risk

DCDD is not exposed to price risk as it does not hold units in unit trusts.

iii. Currency risk

Currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

DCDD 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.

27. Related parties

a) Related parties

DCDD is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses, children and dependants
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMPs or the portfolio minister or controlled or jointly controlled by their close family members.

b) Key management personnel

Key management personnel of DCDD are those persons having authority and responsibility for planning, directing and controlling the activities of DCDD. KMPs for DCDD include the Minister, the Chief Executive Officer, members of the Executive Management Board (EMB), and members of the Finance Governance Committee (FGC).

c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of the Minister as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and are consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of DCDD is set out below:

	2025	2024
	\$000	\$000
Short-term benefits	3 837	3 572
Post-employment benefits	393	392
Long-term benefits	-	-
Termination benefits	-	-
Total remuneration of key management personnel	4 230	3 964

d) Related party transactions: transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

2025	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	141 319	37 358	2 672	4 268

2024	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	134 542	36 863	2 298	4 804

The department's transactions with other government entities are not individually significant.

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. DCDD had no other related party transactions in excess of \$10,000.

28. Contingent liabilities and contingent assets

DCDD had no contingent liabilities or contingent assets in 2024-25 and 2023-24.

29. 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.

30. Schedule of administered Territory items

In addition to operating revenues controlled and utilised by an agency to fund its activities that are included in the financial statements, the agency also acts on behalf of the Territory Government in the management of administered items. These include fines, penalties and fees from regulatory services. DCDD is unable to use administered items to further its own objectives without authorisation.

Administered items are transferred to and reported by the Central Holding Authority, as the parent entity of government. Administered income and expenses are not recognised in the agency's operating statement but are reported separately in accordance with Australian accounting standards.

The following Territory items are managed by DCDD on behalf of the government and are recorded in the Central Holding Authority (refer to Note 2d).

	2025	2024
	\$000	\$000
TERRITORY INCOME AND EXPENSES		
Income		
Other income	15 420	-
Total income	15 420	-
Expenses		
Other administrative expenses	15 420	-
Total expenses	15 420	-
Territory income less expenses	-	-

Territory items relate to the Fines Recovery Unit which transferred to DCDD in September 2024. Comparative data is not available.

31. Budgetary information

The following tables present the variation between the 2024–25 original budgeted financial statements, as reported in 2024–25 Budget Paper No. 3 Agency Budget Statements and the 2024–25 actual amounts reported in the financial statements, together with explanations for significant variations.

The variations within these tables do not include changes to budgeted appropriations from 2024–25 original budget to 2024–25 final budget. Refer to Note 5a for summary changes to budget appropriations.

Comprehensive Operating Statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Appropriation				
Output	338 081	356 443	(18 362)	
Commonwealth	315	-	315	
Sales of goods and services	46 548	49 549	(3 001)	
Interest revenue	3 347	-	3 347	1
Goods and services received free of charge	282	321	(39)	
Other income	18 045	7 723	10 322	2
TOTAL INCOME	406 618	414 036	(7 418)	
EXPENSES				
Employee expenses	158 177	143 006	(15 171)	
Administrative expenses				
Purchases of goods and services	159 673	195 476	35 803	
Depreciation and amortisation	95 639	88 835	(6 804)	
Other administrative expenses	286	321	35	
Grants and subsidies expenses				
Current	137	1 225	1 088	3
Capital	1 750	1 864	114	
Interest expenses	19 776	20 278	502	
TOTAL EXPENSES	435 438	451 005	15 567	
NET SURPLUS/(DEFICIT)	(28 820)	(36 969)	8 149	
OTHER COMPREHENSIVE INCOME	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	(28 820)	(36 969)	8 149	

Notes:

The following note descriptions relate to variances greater than 20%.

1. Variance relates to gains from termination of various leased properties.
2. Increase in other income primarily reflects higher than anticipated cost recovery of \$9.2 million for digital projects undertaken on behalf of agencies and \$1.1 million for electricity, courier services and training courses.
3. Relates to unspent grants.

Balance Sheet

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	39 731	16 082	23 649	1
Receivables	6 398	8 137	(1 739)	2
Prepayments	22 954	18 472	4 482	3
Total current assets	69 083	42 691	26 392	
Non-current assets				
Prepayments	1 778	1 971	(193)	
Property, plant and equipment	644 237	579 906	64 331	
Intangibles	358 320	354 478	3 842	
Total non-current assets	1 004 335	936 355	67 980	
TOTAL ASSETS	1 073 418	979 046	94 372	
LIABILITIES				
Current liabilities				
Deposits held	956	65	(891)	4
Payables	28 089	30 560	2 471	
Borrowings and advances	77 785	78 616	831	
Provisions	23 373	22 237	(1 136)	
Other liabilities	7 585	-	(7 585)	5
Total current liabilities	137 788	131 478	(6 310)	
Non-current liabilities				
Borrowings and advances	568 214	502 070	(66 144)	
Total non-current liabilities	568 214	502 070	(66 144)	
TOTAL LIABILITIES	706 002	633 548	(72 454)	
NET ASSETS	367 416	345 498	21 918	
EQUITY				
Capital	425 626	415 514	10 112	
Reserves	-	-	-	
Accumulated funds	(58 210)	(70 016)	11 806	
TOTAL EQUITY	367 416	345 498	21 918	

Notes:

The following note descriptions relate to variances greater than 20%.

1. Variance primarily relates to an opening balance adjustment and funding received for digital projects which will be carried over to 2025–26.
2. Variance in receivables reflects normal business activity including a reduction in GST receivable and other receivables.
3. Variance primarily relates to an increase in software licensing prepayments for ICT Services and Agency Business Systems.
4. Primarily relates to the transfer of the Fines Recovery Unit function to DCDD.
5. Unearned revenue relating to Commonwealth funding for telecommunications and digital projects.

Cash flow statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Appropriation				
Output	338 081	356 443	(18 362)	
Commonwealth (excluding capital appropriation)	7 015	-	7 015	1
Receipts from sales of goods and services	106 172	57 272	48 900	2
Total operating receipts	451 268	413 715	37 553	
Operating payments				
Payments to employees	(156 902)	(143 006)	(13 896)	
Payments for goods and services	(198 646)	(195 476)	(3 170)	
Grants and subsidies paid				
Current	(137)	(1 225)	1 088	3
Capital	(1 750)	(1 864)	114	
Interest paid	(19 776)	(20 278)	502	
Total operating payments	(377 211)	(361 849)	(15 362)	
Net cash from/(used in) operating activities	74 057	51 866	22 191	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of non-financial assets	(45 659)	(32 754)	(12 905)	4
Total investing payments	(45 659)	(32 754)	(12 905)	
Net cash from/(used in) investing activities	(45 659)	(32 754)	(12 905)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Deposits received	741	-	741	
Equity injections				
Capital appropriation	30 074	16 980	13 094	4
Commonwealth capital appropriation	(1 815)	-	(1 815)	1
Other equity injections	13 400	11 500	1 900	
Total financing receipts	42 400	28 480	13 920	
Financing payments				
Lease liabilities payments	(75 634)	(72 695)	(2 939)	
Equity withdrawals	(641)	-	(641)	
Total financing payments	(76 275)	(72 695)	(3 580)	
Net cash from/(used in) financing activities	(33 875)	(44 215)	10 340	
Net increase/(decrease) in cash held	(5 477)	(25 103)	19 626	
Cash at beginning of financial year	45 208	41 185	4 023	
CASH AT END OF FINANCIAL YEAR	39 731	16 082	23 649	

Notes:

The following note descriptions relate to variances greater than 20%.

1. Funds received from the Commonwealth for the Regional Roads Australia Mobile Program, Aged Care Screening and National Healthcare ID projects.
2. The variance primarily relates to unbudgeted GST receipts and Commonwealth paid parental leave, receipts from the Fines Recovery Unit and ICT project recoveries.
3. Relates to unspent grants.
4. Variance relates to realignment of project expenditure in accordance with accounting standards.

32. Budgetary information: Administered Territory items

The following table presents the variation between the 2024–25 original budget for administered items as reported in 2024–25 Budget Paper No. 3 Agency Budget Statements and the 2024–25 actual amounts disclosed in Note 30 of these financial statements together with explanations for significant variations.

Administered Territory items

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
TERRITORY INCOME AND EXPENSES				
Income				
Other income	15 420	-	15 420	1
Total income	15 420	-	15 420	
Expenses				
Other administrative expenses	15 420	-	(15 420)	1
Total expenses	15 420	-	(15 420)	
Territory income less expenses	-	-	-	

Notes:

1. Territory items relate to the Fines Recovery Unit which transferred to DCDD in September 2024, after the 2024–25 Budget Paper No. 3 was published.

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Financial Report

NT Fleet

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Financial statement overview

For the year ended 30 June 2025

NT Fleet operates the Northern Territory Government vehicle fleet, except for NT Police Force and NT Fire and Emergency Services vehicles. NT Fleet provides safe, cost efficient, fit-for-purpose vehicles that support agencies' business requirements.

As a government business division, NT Fleet is primarily funded through vehicle lease charges on client agencies, rather than appropriation. NT Fleet managed 3,668 light and heavy vehicles at 30 June 2025. NT Fleet is subject to the NT tax equivalent regime and is expected to remit dividend to government after income tax.

Financial performance (Comprehensive Operating Statement)

The financial performance of NT Fleet is presented in 2 ways. Table 1 compares NT Fleet's 2024-25 final budget with its performance for the year and Table 2 compares performance with the previous year. More details are provided in subsequent commentary and analysis in tables 3 and 4.

Table 1: 2024-25 Final Budget and Performance

	2024-25		
	Final Budget	Actual	Variation
	\$000	\$000	\$000
Income	48 353	49 487	1 134
Expenses	(34 194)	(34 786)	(592)
Net Surplus Before Tax	14 159	14 701	542
Income Tax Expense	(4 248)	(4 410)	(162)
Net Surplus After Tax	9 911	10 291	380
Comprehensive Result	9 911	10 291	380
Dividend	-	-	-

NT Fleet achieved an operating result for 2024-25 of \$10.3 million after tax, which was \$0.38 million higher than the final budget estimate of \$9.9 million, mainly as a result of higher than anticipated lease rate revenue, offset by higher than budgeted operating expenses.

NT Fleet will pay an income tax equivalent of \$4.4 million to government for 2024-25.

NT Fleet was exempted from remitting a dividend to government due to its significant capital purchasing requirements in 2024-25.

Financial statement - NT Fleet

Table 2: 2023-24 and 2024-25 Performance

	2023-24	2024-25	Variation
	\$000	\$000	\$000
Income	45 354	49 487	4 133
Expenses	(32 869)	(34 786)	(1 917)
Net Surplus before Tax	12 485	14 701	2 216
Income Tax Expense	(3 746)	(4 410)	(664)
Net Surplus after Tax	8 739	10 291	1 552
Comprehensive Result	8 739	10 291	1 552

NT Fleet realised a \$1.6 million greater net surplus after tax compared to the previous financial year as a result of increased lease income partially offset by increased employee, operating and depreciation expenses.

Income

NT Fleet sources its primary income from vehicle lease charges. The vehicle lease income, classified under the income category of goods and services in Table 3 below represented almost 88% of NT Fleet's total income, with the remainder made up of gains on disposal of assets, interest and other income. NT Fleet conducted a price review in May 2024, resulting in increased lease rates for NTG agencies for the 2024-25 financial year. NT Fleet as a government business division is required to perform a pricing review at least every 3 years.

Table 3: Income by Category

Year	Goods and Services		Gain on Disposal of Assets		Interest Revenue		Other Income		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	43 351	87.6	5 321	10.8	242	0.5	573	1.1	49 487	100
2023-24	36 763	81.1	7 790	17.2	302	0.7	499	1	45 354	100

Higher goods and services revenue in 2024-25 resulted from increased lease rates after the pricing review. This was offset by lower disposal income mainly due to lower profit on vehicle disposals as the number of vehicles disposed in the reporting year was 31% lower than in 2023-24.

Expenses

NT Fleet incurred the majority of its expenses on depreciation and operational costs for the fleet.

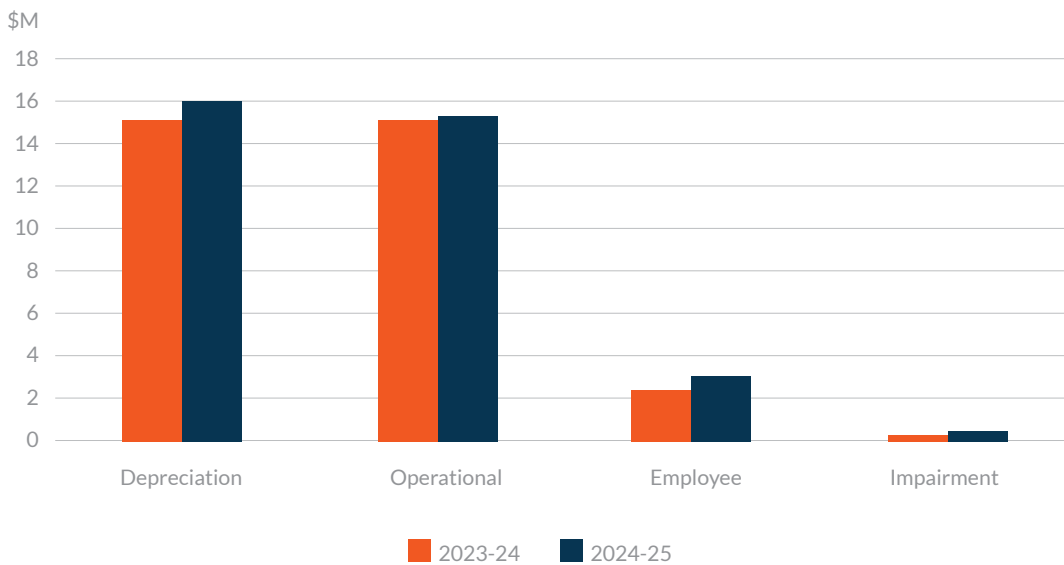
Table 4: Expenses by Category

Year	Depreciation		Operational		Employee		Impairment		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	16 067	46.2	15 360	44.1	2 983	8.6	376	1.1	34 786	100
2023-24	15 146	46.0	15 163	46.1	2 317	7.1	243	0.7	32 869	100

The rise in depreciation expenses was due to the increased value of vehicle assets. Increased operational expenses was mainly due to increased installation of electric vehicle charging points, motor vehicle registration, and repair and maintenance expenses. An increase in employee expenses was due to recognising the transfer of Agency Fleet Service Officers from the Department of Corporate and Digital Development to NT Fleet.

NT Fleet recognises asset impairment expenses when damaged vehicles deemed uneconomical to repair are sold at a loss. These expenses were recovered from agencies.

Figure 1: Expenses by Category



Financial position (Balance Sheet)

The Balance Sheet details NT Fleet's asset, liability and equity balances at the end of the financial year. The table below compares NT Fleet's financial position at 30 June 2025 with the previous year.

Table 5: 2023-24 and 2024-25 Financial Position

	2023-24	2024-25	Variation
	\$000	\$000	\$000
ASSETS			
Current assets	7 985	13 771	5 786
Non-current assets	124 224	133 698	9 474
TOTAL ASSETS	132 209	147 469	15 260
LIABILITIES			
Current liabilities	8 458	7 427	(1 031)
Non-current liabilities	-	-	-
TOTAL LIABILITIES	8 458	7 427	(1 031)
NET ASSETS	123 751	140 042	16 291
Equity	123 751	140 042	16 291
TOTAL EQUITY	123 751	140 042	16 291

NT Fleet's net asset position at the end of 2024-25 was \$140 million, compared with the previous year's position of \$123.7 million, an increase of \$16.3 million.

This improvement was mainly due to an increase in both current and non-current assets. The \$5.8 million increase in current assets was due to a one-off equity injection and increase in lease rates. The increase of \$9.5 million in non-current assets was due to an increase in value of motor vehicle fleet mainly due to increased vehicle prices. The decrease of \$1.0 million in current liabilities was mainly due to a reduction in outstanding payments for vehicles at the end of the financial year.

NT Fleet's major assets at 30 June 2025 primarily comprised property, plant and equipment (mainly motor vehicles). Major liabilities included provision for income tax and payables.

Certification of the financial statements

We certify that the attached financial statements for NT Fleet have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995 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 2025 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.



Catherine Weber

Chief Executive

30 September 2025

Michael Smid

A/Chief Financial Officer

30 September 2025



Independent Auditor's Report

To the Minister for Corporate and Digital Development

NT Fleet

Report on the audit of the financial report for the year ended 30 June 2025

Opinion

I have audited the financial report of NT Fleet, which comprises the balance sheet as at 30 June 2025, and the comprehensive operating statement, the statement of changes in equity and the cash flow statement for the year then ended, notes to the financial statements, including material accounting policy information, and the Chief Executive Officer's declaration.

In my opinion, the accompanying financial report:

- presents fairly, in all material respects, the financial position of NT Fleet as at 30 June 2025 and its financial performance, cash flows and changes in equity for the year then ended
- is in accordance with the *Financial Management Act 1995* and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of NT Fleet in accordance with the auditor independence requirements of the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to my audit of the financial report in Australia. My authorised auditors and I have also fulfilled our other ethical responsibilities in accordance with the Code. My independence is further established by the *Audit Act 1995*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer is responsible for the other information. The other information comprises the information included in the *Financial Statement Overview* for the year ended 30 June 2025 but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, I consider whether the other information is materially inconsistent with the financial report or the knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Chief Executive Officer for the financial report

The Chief Executive Officer is responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1995* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the ability of NT Fleet to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of NT Fleet' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.,
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of NT Fleet to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report however future events or conditions may cause NT Fleet to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Chief Executive Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Jara K Dean
Auditor-General
Darwin, Northern Territory
30 September 2025



Comprehensive operating statement

For the year ended 30 June 2025

	Note	2025 \$000	2024 \$000
INCOME			
Sales of goods and services	3	43 351	36 763
Interest revenue		242	302
Gain on disposal of assets	4	5 321	7 790
Other income	5	573	499
TOTAL INCOME		49 487	45 354
EXPENSES			
Employee expenses	6	2 983	2 317
Administrative expenses			
Property management		245	276
Purchases of goods and services	7	15 115	14 887
Repairs and maintenance			
Depreciation and amortisation	13,14	16 067	15 146
Other administrative expenses		376	243
TOTAL EXPENSES		34 786	32 869
NET SURPLUS/(DEFICIT)		14 701	12 485
SURPLUS BEFORE INCOME TAX			
		14 701	12 485
Income tax expense		4 410	3 746
NET SURPLUS		10 291	8 739
COMPREHENSIVE RESULT		10 291	8 739

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

Balance sheet

As at 30 June 2025

	Note	2025 \$000	2024 \$000
ASSETS			
Current assets			
Cash and deposits	9	8 168	3 275
Receivables	11	4 294	3 981
Assets held for sale	15	1 309	729
Total current assets		13 771	7 985
Non-current assets			
Property, plant and equipment	13	130 367	121 018
Intangibles	14	3 331	3 206
Total non-current assets		133 698	124 224
TOTAL ASSETS		147 469	132 209
LIABILITIES			
Current liabilities			
Payables	16	2 504	4 260
Unearned revenue		24	15
Provisions	17	489	437
Income tax liabilities		4 410	3 746
Total current liabilities		7 427	8 458
TOTAL LIABILITIES		7 427	8 458
NET ASSETS		140 042	123 751
EQUITY			
Capital		6 565	565
Accumulated funds		133 477	123 186
TOTAL EQUITY		140 042	123 751

NT Fleet is subject to the NT tax equivalent regime and is expected to permit dividend to Government after income tax.

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 2025

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2025					
Accumulated funds		123 186	10 291	-	133 477
		123 186	10 291	-	133 477
Capital – transactions with owners					
Equity injections		565	-	6 000	6 565
		565	-	6 000	6 565
Total equity at end of financial year		123 751	10 291	6 000	140 042
2024					
Accumulated funds		110 057	8 740	-	118 797
Dividends payable		-	-	4 389	4 389
		110 057	8 740	4 389	123 186
Capital – transactions with owners					
Equity injections		565	-	-	565
		565	-	-	565
Total equity at end of financial year		110 622	8 740	4 389	123 751

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 2025

	Note	2025 \$000	2024 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Receipts from sales of goods and services		43 514	36 812
GST receipts		5 813	5 465
Interest received		230	344
Total operating receipts		49 557	42 621
Operating payments			
Payments to employees		(2 930)	(2 184)
Payments for goods and services		(15 436)	(14 937)
GST payments		(5 724)	(5 204)
Income tax paid		(3 745)	(3 762)
Total operating payments		(27 835)	(26 087)
Net cash from/(used in) operating activities	10	21 722	16 534
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing receipts			
Proceeds from sales of non-financial assets		14 083	17 567
Total investing receipts		14 083	17 567
Investing payments			
Purchases of non-financial assets		(36 912)	(48 088)
Total investing payments		(36 912)	(48 088)
Net cash from/(used in) investing activities		(22 829)	(30 521)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Equity injections		6 000	-
Total financing receipts		6 000	-
Net cash from/(used in) financing activities	10	6 000	-
Net increase/(decrease) in cash held		4 893	(13 987)
Cash at beginning of financial year		3 275	17 262
CASH AT END OF FINANCIAL YEAR	9	8 168	3 275

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

NT Fleet operates the Territory Government vehicle fleet, with the exception of NT Police Force and NT Fire and Emergency Service vehicles.

Key functional responsibilities are:

- delivering a low-cost and fit-for-purpose passenger, light commercial and heavy vehicle fleet in accordance with the Northern Territory Government Vehicle Policy Framework
- managing supply and service contracts
- managing the disposal of vehicles, plant and equipment
- providing agency fleet services.

Funding is predominantly from vehicle lease charges on client agencies.

2. Statement of material accounting policy information

a) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires NT Fleet to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- a certification of the financial statements
- a comprehensive operating statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- applicable explanatory notes to the financial statements.

Standards and interpretations effective from 2024–25 financial year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2024–25 financial year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

b) 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. Figures in the financial statements and notes may not equate due to rounding.

c) Contributions by and distributions to government

NT Fleet may receive contributions from government where the government is acting as owner of NT Fleet. Conversely, NT Fleet may make distributions to government. In accordance with the *Financial Management Act 1995* 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 NT Fleet as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

3. Sales of goods and services

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Hire revenue (from vehicle leases)	-	37 678	37 678	-	30 799	30 799
Recoverable repairs and maintenance	-	5 673	5 673	-	5 752	5 752
Agency fleet services ¹	-	-	-	-	212	212
Total sales of goods and services	-	43 351	43 351	-	36 763	36 763

¹ Agency fleet service charges are factored in vehicle lease rates from 1 July 2025.

Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise income from rendering of services, and sales of goods and services. These are recognised at fair value, exclusive of GST.

Sales of goods

NT Fleet typically acquires and registers fit-for-purpose vehicles for customers/agencies. NT Fleet satisfies its performance obligations when the control of a vehicle is transferred to a customer/agency under a lease arrangement.

NT Fleet issues monthly tax invoices to customers for lease payments which are due within 30 days. Hire revenue arising is accounted for on a straight-line basis over the lease term and is included in revenue in the Statement of Comprehensive Income due to its operating nature (AASB 16).

Revenue from leased vehicles is based on the price specified in the lease agreement, and revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. There is no element of financing present as sales are made with a short credit term.

Rendering of services

Revenue from rendering of services is recognised when the agency satisfies the performance obligation by transferring the promised fleet services for customers to achieve optimal usage of government vehicles.

NT Fleet also manages various repair and maintenance services for leased vehicles throughout the lease term. Unscheduled repair and maintenance costs are recovered from agencies after vehicles have been serviced in accordance with lease terms and conditions.

4. Gain on disposal of assets

	2025	2024
	\$000	\$000
Net proceeds from the disposal of non-current assets	14 083	17 567
Less: Carrying value of non-current assets disposed	(8 762)	(9 777)
Gain on the disposal of non-current assets	5 321	7 790
Total gain on disposal of assets	5 321	7 790

Disposing of vehicles

Gain on disposal of assets comprises profits from disposing of lease vehicles after they are returned from customers. Pickles Auctions Pty Ltd (Pickles) provides auction services for NT Fleet under a disposal contract.

The contract requires Pickles to pay all proceeds of the auction sale into a trust account on the first banking day after completion of the sale. Once all proceeds are deposited pending settlement, Pickles is required to provide a detailed statement of services within 5 working days from the last day of the auction sale. Successful bidders are not provided with vehicles until payments have been made in full. NT Fleet then issues the recipient-created tax invoices to Pickles and clears the clearing account.

Sale profits or losses are then recognised as a gain or loss on disposal of assets. These transactions neither create performance obligations nor give rise to liabilities for NT Fleet as income is recognised on receipt after vehicles are sold.

5. Other income

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Compensation for impairment	-	378	378	-	243	243
Refund for cancellation of registration	-	195	195	-	256	256
Total other income	-	573	573	-	499	499

Miscellaneous revenue

Miscellaneous revenue for NT Fleet includes refunds for motor vehicle registration cancellations and compensation receipts from agencies with respect to recoverable loss on sales.

6. Employee benefits expense

	2025	2024
	\$000	\$000
Salaries and wages	2 563	2 034
Superannuation expenses	283	230
Fringe benefits tax	7	9
Payroll tax	90	44
Weekly benefits	36	-
Legal Fees	4	-
Total employee benefits expense	2 983	2 317

The number of full-time equivalent employees for 2024–25 was 26 (2023–24: 26).

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 16: Payables and Note 17: Provisions.

7. Purchases of goods and services

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

	2025	2024
	\$000	\$000
Goods and services expenses		
Contractors and consultants ¹	93	48
Audit fees	57	54
Insurance premiums	2 142	2 146
Recruitment ²	1	-
Training and study	10	34
Official duty fares	2	4
Travelling allowance	1	1
Information technology charges and communications	1 067	1 052
Motor vehicle expenses	10 267	10 108
Other	1 475	1 440
Total purchases of goods and services	15 115	14 887

¹ Includes marketing, promotion and IT consultants.

² Includes recruitment-related advertising costs.

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

8. Write-offs, postponements, waivers, gifts and ex gratia payments

Write-off

Write-offs reflect the removal from accounting records the value of public money or public property owing to, or loss sustained by the Territory or agency. It refers to circumstance where the Territory or an agency has made all attempts to pursue the debt, however, is deemed irrecoverable due to reasons beyond the Territory or an agency's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

Waiver

Waivers reflect the election to forgo a legal right to recover public money or receive public property. Once agreed with and communicated to the debtor, it will have the effect of extinguishing the debt and renouncing the right to any future claim on that public money or public property. Waivers result in no cash outlay and are accounted for under 'Current grants and subsidies expense' in the comprehensive operating statement.

Postponement

A postponement is a deferral of a right to recover public money or receipt of public property from its due date. This has no effect on revenues or expenses recognised but may affect cash inflows or assets in use.

Gifts

A gift is an asset or property, deemed surplus to government's requirements, transferred to a suitable recipient, without receiving any consideration or compensation, and where there is no constructive or legal obligation for the transfer. Gifted property is accounted under 'Other administrative expenses' in the comprehensive operating statement.

Ex gratia

Ex gratia payments or act-of-grace payments are gratuitous payments where no legal obligation exists. All ex gratia payments are approved by the Treasurer. Ex gratia payments result in cash outlay and are accounted for under 'Purchases of goods and services' in the comprehensive operating statement.

NT Fleet had no write-offs, postponements, waivers, gifts or ex gratia payments for the year ended 30 June 2025 or 30 June 2024.

9. Cash and deposits

	2025	2024
	\$000	\$000
Cash on hand	-	-
Cash at bank	8 168	3 275
Total cash and deposits	8 168	3 275

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.

10. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$8.2 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

Reconciliation of net surplus/deficit to net cash from operating activities

	2025	2024
	\$000	\$000
Net surplus/(deficit)	10 291	8 739
<i>Non-cash items:</i>		
Depreciation and amortisation	16 067	15 146
Gain/loss on disposal of assets (net of impaired assets)	(4 945)	(7 547)
<i>Changes in assets and liabilities:</i>		
Decrease/increase in receivables and prepayments	(312)	(262)
Decrease/increase in payables	(104)	324
Decrease/increase in provision for employee benefits	43	102
Decrease/increase in other provisions	674	19
Decrease/increase in other liabilities	8	13
Net cash from/(used in) operating activities	21 722	16 534

b) Reconciliation of liabilities arising from financing activities

	Cash flows				Non-Cash flows		
	1 July	Payments	Lease liabilities repayments	Total cash flows	Other	Total other	30 Jun
2025		\$000	\$000	\$000	\$000	\$000	\$000
Equity injections/ withdrawals	565	6 000	-	6 000	-	-	6 565
	565	6 000	-	6 000	-	-	6 565

	Cash flows				Non-Cash flows		
	1 July	Payments	Lease liabilities repayments	Total cash flows	Other	Total other	30 Jun
2024		\$000	\$000	\$000	\$000	\$000	\$000
Equity injections/ withdrawals	565	-	-	-	-	-	565
Total	565	-	-	-	-	-	565

11. Receivables

	2025	2024
	\$000	\$000
Current		
Accounts receivable	390	357
Less: loss allowance	-	-
	390	357
Interest receivables	24	11
Prepayments	2 133	2 163
GST receivables	13	102
Other receivables	1 734	1 348
Total receivables	4 294	3 981

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue, prepayments and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable and other receivables are generally settled within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

Accrued contract revenue

Accrued contract revenue relates to the agency's right to consideration in exchange for works completed but not invoiced at the reporting date. Once the agency's rights to payment becomes unconditional, usually on issue of an invoice, accrued contract revenue balances are reclassified as contract receivables. Accrued revenue that does not arise from contracts with customers are reported as part of other receivables.

NT Fleet has no accrued contract revenue.

Prepayments

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received. NT Fleet's prepayments mostly comprise motor vehicle registration fees and commercial insurance policy premiums.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information, including macroeconomic factors.

In accordance with the provisions of the FMA, receivables are written off when based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the agency's control.

The loss allowance for receivables at reporting date represents the amount of receivables the agency estimates is likely to be uncollectible and is considered doubtful. Ageing analysis for receivables as at the reporting date are disclosed below.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government (NTG) such as other agencies, government business divisions and government owned corporations. External receivables reflect amounts owing from third parties which are external to NTG.

Financial statement - NT Fleet

Ageing analysis

	2025				2024			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Internal receivables								
Not overdue	188	-	-	188	145	-	-	145
Overdue for less than 30 days	82	-	-	82	40	-	-	40
Overdue for 30 to 60 days	-	-	-	-	34	-	-	34
Overdue for more than 60 days	-	-	-	-	-	-	-	-
Total internal receivables	270	-	-	270	219	-	-	219
External receivables								
Not overdue	11	-	-	11	10	-	-	10
Overdue for less than 30 days	109	-	-	109	122	-	-	122
Overdue for 30 to 60 days	-	-	-	-	6	-	-	6
Overdue for more than 60 days	-	-	-	-	-	-	-	-
Total external receivables	120	-	-	120	138	-	-	138

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

Reconciliation of loss allowance for receivables

NT Fleet recognised no loss allowance for receivables in 2024–25 and 2023–24 from the assessment of expected credit losses.

12. Other financial assets

a) NT Fleet as a lessor

NT Fleet-owned vehicles and plant and equipment are leased to general government and non-government agencies under operating lease arrangements with rentals payable monthly. Lease payments include the capital cost, registration fee, administration fee, Automobile Association of the NT (AANT) fee, scheduled repairs and maintenance cost, financing rate and Community Benefit Levy.

Finance leases

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

Subleases are classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset. A sublease is an arrangement where the underlying asset is re-leased by a lessee (intermediate lessor) to another party, and the lease (head lease) between the head lessor and original lessee remains in effect.

Finance income arising from finance leases is recognised over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

NT Fleet has no financial leases as lessor for the 2024–25 and 2023–24 financial years.

Operating leases

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the comprehensive operating statement due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Future minimum rentals receivable (undiscounted) under non-cancellable operating lease as at 30 June are as follows:

	2025	2024
	\$000	\$000
Less than one year	30 587	28 359
One to two years	25 459	23 395
Two to three years	19 316	18 213
Three to four years	11 144	12 157
Four to five years	4 468	6 420
More than five years	5 746	2 368
Total	96 720	90 912

13. Property, plant and equipment

a) Total property, plant and equipment

	2025	2024
	\$000	\$000
Motor vehicles – light		
At cost	132 037	127 066
Less: accumulated depreciation	(32 067)	(33 815)
	99 970	93 251
Motor vehicles – heavy		
At cost	53 069	52 380
Less: accumulated depreciation	(23 892)	(25 578)
	29 177	26 802
Leasehold improvement		
At cost	1 549	1 189
Less: accumulated depreciation	(329)	(224)
	1 220	965
Total Property, plant and equipment	130 367	121 018

Reconciliation of carrying amount of property, plant and equipment

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

	Motor vehicles light	Motor vehicles heavy	Leasehold improvements	Total
2025	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	93 251	26 802	965	121 018
Additions	25 746	8 406	360	34 512
Disposals	(7 270)	(1 493)	-	(8 763)
Asset transfers	1 529	755	-	2 284
Depreciation expense - asset owned	(11 135)	(4 205)	(105)	(15 445)
Impairment losses	(298)	(77)	-	(375)
Depreciation transfers	(1 853)	(1 011)	-	(2 864)
Carrying amount as at 30 June	99 970	29 177	1 220	130 367

	Motor vehicles light	Motor vehicles heavy	Leasehold improvements	Total
2024	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	74 976	23 688	554	99 219
Additions	37 190	7 929	502	45 621
Disposals	(8 691)	(1 087)	-	(9 778)
Asset transfers	3 321	1 648	-	4 969
Depreciation expense – asset owned	(10 570)	(3 933)	(91)	(14 594)
Impairment losses	(243)	-	-	(243)
Depreciation transfers	(2 733)	(1 443)	-	(4 176)
Carrying amount as at 30 June	93 251	26 802	965	121 018

b) Reconciliation of property, plant and equipment held and used by NT Fleet

A reconciliation of the carrying amount of property, plant and equipment held and used by the agency to deliver its outputs and services to the public is set out below:

	Motor vehicles light	Motor vehicles heavy	Leasehold improvements	Total
2025	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	28	-	965	993
Additions	28	-	360	388
Disposals	(26)	-	-	(26)
Depreciation/amortisation expense	(4)	-	(105)	(109)
Carrying amount as at 30 June	26	-	1 220	1 246

	Motor vehicles light	Motor vehicles heavy	Leasehold improvements ¹	Total
2024	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	33	-	554	587
Additions	-	-	502	502
Depreciation/amortisation expense	(5)	-	(91)	(96)
Carrying amount as at 30 June	28	-	965	993

¹ 2023–24 published figures were amended to reflect correct reconciliation.

c) Reconciliation of property, plant and equipment where the agency is a lessor under operating leases

A reconciliation of the carrying amount of property, plant and equipment where the agency is a lessor under operating leases is set out below:

2025	Motor vehicles light	Motor vehicles heavy	Total
	\$000	\$000	\$000
Carrying amount as at 1 July	93 222	26 802	120 024
Additions	27 247	9 161	36 408
Disposals	(7 244)	(1 493)	(8 737)
Depreciation/amortisation expense	(12 984)	(5 216)	(18 200)
Impairment losses	(298)	(77)	(375)
Carrying amount as at 30 June	99 943	29 177	129 120

2024	Motor vehicles light	Motor vehicles heavy	Total
	\$000	\$000	\$000
Carrying amount as at 1 July	74 943	23 688	98 631
Additions	40 511	9 577	50 088
Disposals	(8 691)	(1 087)	(9 778)
Depreciation/amortisation expense	(13 298)	(5 376)	(18 674)
Impairment losses	(243)	-	(243)
Carrying amount as at 30 June	93 222	26 802	120 024

Acquisitions

Property, plant and equipment are initially recognised at cost.

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.

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

Construction (work in progress)

As part of the financial management framework, the Department of Logistics and Infrastructure (DLI) is responsible for managing general government capital works projects on a whole of government basis. Therefore, appropriation for capital works is provided directly to DLI 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.

Revaluation of assets

Vehicles, 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.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any 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 current 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 an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal results in an increase in the asset revaluation surplus.

An impairment loss is recognised in expenses when a loss on sale is recoverable from an agency in a case of damage or loss of the leased asset.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025	2024
Vehicles – light	4-5 years	4-5 years
Vehicles – heavy	5-10 years	5-10 years
Leasehold improvements	10 years	10 years
Right-of-use	Lease term	Lease term

Right-of-use asset

NT Fleet assesses at contract inception whether a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration and hence contains a lease.

NT Fleet recognises lease liabilities representing an obligation to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

NT Fleet recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use).

If ownership of the leased asset transfers to NT Fleet at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are subsequently measured at fair value which approximates costs less accumulated amortisation and accumulated impairment losses.

Right-of-use assets are subject to remeasurement principles consistent with the lease liability. This includes applying indexation and market rent review. Right-of-use assets are also revalued where a trigger or event may indicate their carrying amount does not equal fair value.

14. Intangibles

a) Total intangibles

	2025	2024
	\$000	\$000
Intangibles with a finite useful life		
Computer software		
Gross carrying amount	6 826	6 080
Less: accumulated amortisation	(3 495)	(2 874)
Carrying amount at 30 June	3 331	3 206
Total intangibles	3 331	3 206

Intangible assets for NT Fleet comprise computer software.

Intangible assets are initially measured at cost. Where an asset is acquired at no or nominal cost, the cost is the fair value as at the date of acquisition.

Intangible assets arising from configuration and customisation costs for an application software in a Software-as-a-Service (SaaS) arrangement are only recognised where the services create a separately identifiable software code from which the agency has the power to both obtain the future economic benefits and restrict others' access to those benefits.

There is no active market for any of the agency's intangible assets. As such, intangible assets are subsequently recognised and carried at cost less accumulated amortisation and any accumulated impairment losses.

Intangibles with limited useful lives are amortised using the straight-line method over their estimated useful lives, which reflects the pattern of when expected economic benefits are likely to be realised.

The estimated useful lives for finite intangible assets are in accordance with agency's determination as follows:

	2025	2024
Computer software	2 to 20 years ¹	2 to 10 years

¹ Useful life of finite intangible assets was revised in accordance with DCDD Non-financial Assets Policy – Intangibles (2025).

Intangible assets with finite useful life are assessed for indicators of impairment on an annual basis. If any indicator of impairment exists, the agency determines the asset's recoverable amount. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

b) Reconciliation of carrying amount of intangibles

	Computer software	Other intangibles	Software work in progress	Total
2025	\$000	\$000	\$000	\$000
Intangibles with a finite useful life				
Carrying amount at 1 July	3 206	-	-	3 206
Additions	746	-	-	746
Amortisation	(621)	-	-	(621)
Carrying amount as at 30 June	3 331	-	-	3 331

	Computer software	Other intangibles	Software work in progress	Total
2024	\$000	\$000	\$000	\$000
Intangibles with a finite useful life				
Carrying amount at 1 July	3 049	-	-	3 049
Additions	709	-	-	709
Amortisation	(552)	-	-	(552)
Carrying amount as at 30 June	3 206	-	-	3 206

15. Assets held for sale

	2025	2024
	\$000	\$000
Motor vehicles – light	447	539
Motor vehicles – heavy	862	190
Total assets held for sale	1 309	729

Assets are classified as held for sale if their carrying amount will be recovered through a sale transaction or a grant agreement rather than continuing use. This condition is regarded as met only when the asset is available for immediate sale or granting in their present condition and the sale is highly probable. Management must be committed to the sale or grant agreement, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell and are not subject to depreciation.

16. Payables

	2025	2024
	\$000	\$000
Accounts payable	1 693	3 310
Accrued salaries and wages	68	60
Other accrued expenses	743	890
Other payables	-	-
Total payables	2 504	4 260

Liabilities for accounts payable and other amounts payable are carried at amortised 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 20 days from receipt of valid invoices under \$1 million or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

17. Provisions

	2025	2024
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	347	306
Leave loading	48	46
Other employee benefits	2	1
<i>Other current provisions</i>		
Provision for fringe benefits tax	2	2
Provision for superannuation	64	59
Provision for payroll tax	26	23
	489	437
Total Provisions	489	437
Reconciliations of provisions (other than employee benefits)		
Balance at 1 July	-	4 389
Additional provisions recognised	-	(4 389)
Balance at 30 June	-	-

Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 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 12 months of the reporting date are measured at present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures and periods of service.

All recreation leave is classified as a current liability.

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 and other leave entitlements
- 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 NT Fleet, and therefore no long service leave liability is recognised within these financial statements.

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 therefore not recognised in agency financial statements.

18. Capital commitments

Capital commitments represent future obligations or cash outflows primarily related to the construction of assets that can be reliably measured and arise out of a contractual arrangement and typically binds the agency to performance conditions. Commitments are not recognised as liabilities on the balance sheet.

Commitments may extend over multiple reporting periods and may result in payment of compensation or return of funds if obligations are breached. These contracts are expected to be payable as follows:

	2025	2024
	\$000	\$000
Not later than one year	19 043	32 546
Later than one year and not later than five years	-	654
Later than five years	-	-
Total capital expenditure commitments (exclusive of GST)	19 043	33 200
Plus: GST recoverable	1 904	3 320
Total capital expenditure commitments (inclusive of GST)	20 947	36 520

19. 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.

NT Fleet recognises its vehicles, leasehold improvements and computer software at cost less depreciation and amortisation. The carrying amounts of these financial assets and liabilities approximates their fair value.

20. 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.

NT Fleet's financial instruments include cash and deposits, receivables and payables. These items represent noncomplex and standard financial instruments, with limited or no exposure to credit, market or liquidity risks.

a) Categories of financial instruments

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

	Category	2025	2024
		\$000	\$000
Cash and deposits	Amortised cost	8 168	3 275
Receivables ¹	Amortised cost	390	357
Total financial assets		8 558	3 632
Payables ¹	Amortised cost	1 693	3 310
Total financial liabilities		1 693	3 310

¹Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued contract revenue.

Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

NT Fleet's financial assets categorised at amortised cost include receivables and advances paid.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. NT Fleet's financial liabilities categorised at amortised cost include all accounts payable, advances received and lease liabilities.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

NT Fleet 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 creditworthy 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.

Credit risk relating to receivables is disclosed in Note 11.

c) Liquidity risk

Liquidity risk is the risk 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 it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. The agency's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2025	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables ¹	1 693	1 693	-	-	1 693
Total financial liabilities	1 693	1 693	-	-	1 693

¹ Amounts disclosed exclude statutory amounts and accruals (such as accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not be reconciled in the balance sheet.

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2024	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables ¹	3 310	3 310	-	-	3 310
Total financial liabilities	3 310	3 310	-	-	3 310

¹ Amounts disclosed exclude statutory amounts and accruals (such as accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not be reconciled in the balance sheet.

d) Market risk

Market risk is the risk 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

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

NT Fleet has limited exposure to interest rate risk as agency financial assets and financial liabilities, with the exception of leases are noninterest bearing. Lease arrangements are established on a fixed interest rate and therefore do not expose the NT Fleet to interest rate risk.

ii Price risk

NT Fleet is not exposed to price risk as NT Fleet does not hold units in unit trusts.

iii Currency risk

Currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

NT Fleet is not exposed to currency risk as NT Fleet does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

21. Related parties

a) Related parties

NT Fleet is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses, children and dependants
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMPs or the portfolio minister, or controlled or jointly controlled by their close family members.

b) Key management personnel

The key management personnel of NT Fleet are those persons having authority and responsibility for planning, directing and controlling the activities of NT Fleet. These include the Minister, Chief Executive Officer of DCDD, Deputy Chief Executive Officer of DCDD, Senior Director Procurement and Fleet Services, Director NT Fleet and Chief Financial Officer of DCDD.

c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of the Minister as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and are consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of NT Fleet is set out below:

	2024-25	2023-24
	\$000	\$000
Short-term benefits	264	211
Post-employment benefits	26	27
Long-term benefits	-	-
Termination benefits	210	-
Total remuneration of key management personnel	501	238

d) Related party transactions: transactions with Northern Territory Government-controlled entities

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

2025	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	42 299	10 255	1 488	4 854

2024	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	36 037	9 520	1 152	4 248

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. NT Fleet had no other related party transactions in excess of \$10,000.

22. Contingent liabilities and contingent assets

NT Fleet had no contingent liabilities or contingent assets as at 30 June 2025 and 30 June 2024.

23. 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.

24. Budgetary information

The following tables present the variation between the 2024–25 original budgeted financial statements, as reported in 2024–25 Budget Paper No. 3 Agency Budget Statements and the 2024–25 actual amounts reported in the financial statements, together with explanations for significant variations.

Comprehensive Operating Statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Sales of goods and services	43 351	36 322	7 029	1
Interest revenue	242	494	(252)	
Gain on disposal of assets	5 321	7 600	(2 279)	2
Other income	573	207	366	3
TOTAL INCOME	49 487	44 623	4 864	
EXPENSES				
Employee expenses	2 983	3 070	87	
Administrative expenses				
Property management	245	278	33	
Purchases of goods and services	15 115	13 696	(1 419)	4
Depreciation and amortisation	16 067	14 856	(1 211)	5
Other administrative expenses	376	-	(376)	6
TOTAL EXPENSES	34 786	31 900	(2 886)	
NET SURPLUS/(DEFICIT)	14 701	12 723	1 978	
COMPREHENSIVE RESULT	14 701	12 723	1 978	

Notes:

The following note descriptions relate to variances greater than 20%.

1. Increase relates to increased lease rates after the price review and higher recoveries of repair and maintenance costs.
2. Decrease in number of vehicles disposed.
3. Higher than budgeted compensation income from agencies.
4. Increased installation costs of electric vehicle charging points and vehicle repairs and maintenance expenses.
5. Variance due to increased prices of new vehicles purchased.
6. Unbudgeted asset impairment expenses related to loss on sales.

Balance Sheet

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	8 168	6 270	1 898	1
Receivables	2 160	1 663	497	2
Prepayments	2 133	2 061	72	
Assets held for sale	1 309	-	1 309	3
Total current assets	13 771	9 994	3 777	
Non-current assets				
Property, plant and equipment	130 367	130 178	189	
Intangibles	3 331	2 999	332	
Total non-current assets	133 698	133 177	521	
TOTAL ASSETS	147 469	143 171	4 298	
LIABILITIES				
Current liabilities				
Payables	2 504	5 700	3 196	4
Income tax liabilities	4 410	3 746	(664)	5
Provisions	489	4 759	4 270	6
Unearned Revenue	24	3	(21)	
Total current liabilities	7 427	14 208	6 781	
Non-current liabilities				
Total non-current liabilities	-	-	-	
TOTAL LIABILITIES	7 427	14 208	6 781	
NET ASSETS	140 042	128 963	11 079	
EQUITY				
Capital	6 565	565	6 000	7
Dividends paid/payable	-	-	-	
Accumulated funds	123 186	119 492	3 694	8
Current year surplus	10 291	8 906	1 385	9
TOTAL EQUITY	140 042	128 963	11 079	

Financial statement - NT Fleet

Notes:

The following note descriptions relate to variances greater than 20%.

1. Increased lease rates and one-off equity injection.
2. Increase due to timing of payments from agencies.
3. Assets held for sale originally included in the non-current assets budget.
4. Decrease mainly due to lower than anticipated number of vehicles delivered in the reporting year.
5. Increased income tax liabilities resulted from higher gross surplus.
6. Decreased provisions due to the dividend exemption.
7. Higher capital mainly due to one-off equity injection.
8. Increased accumulated funds from improved performance.
9. Increased surplus from improved performance.

Cash flow statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Receipts from sales of goods and services	43 514	36 529	6 985	1
GST receipts	5 813	-	5 813	2
Interest received	230	494	(264)	
Total operating receipts	49 557	37 023	12 534	
Operating payments				
Payments to employees	(2 930)	(3 070)	140	
Payments for goods and services	(15 436)	(13 974)	(1 462)	3
GST payments	(5 724)	-	(5 724)	2
Income tax paid	(3 745)	(4 043)	298	
Interest paid	-	-	-	
Total operating payments	(27 835)	(21 087)	(6 748)	
Net cash from/(used in) operating activities	21 722	15 936	5 786	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from asset sales	14 083	19 000	(4 917)	4
Total investing receipts	14 083	19 000	(4 917)	
Investing payments				
Purchases of assets	(36 912)	(35 000)	(1 912)	5
Total investing payments	(36 912)	(35 000)	(1 912)	
Net cash from/(used in) investing activities	(22 829)	(16 000)	(6 829)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing payments				
Equity injections	6 000	-	6 000	6
Dividends paid	-	-	-	
Total financing payments	6 000	-	6 000	
Net cash from/(used in) financing activities	6 000	-	6 000	
Net increase/(decrease) in cash held	4 893	(64)	4 957	7
Cash at beginning of financial year	3 275	6 334	(3 059)	
CASH AT END OF FINANCIAL YEAR	8 168	6 270	1 898	

Financial statement - NT Fleet

Notes:

The following note descriptions relate to variances greater than 20%.

1. Increased rates after the price review and higher recoveries of repair and maintenance costs.
2. GST receipts and payments not included in original budget.
3. Increased installation costs of electric vehicle charging points and vehicle repairs and maintenance expenses.
4. Significant decrease due to lower than anticipated number of vehicles disposed.
5. Significant increase reflects higher than anticipated capital acquisitions at higher prices.
6. One-off equity injection.
7. Increase in cash held mainly resulted from the increased lease rates and one-off equity injection.

7c



Financial Report

Data Centre Services

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Financial statement overview

For the year ended 30 June 2025

Data Centre Services (DCS) delivers core information and communications technology (ICT) infrastructure and support services to NTG agencies.

As a government business division, DCS is primarily funded by charges on client agencies, rather than appropriation. DCS is subject to the NT tax equivalent regime and is expected to remit dividend to government after income tax. Following the centralisation of ICT business systems and staff into the Department of Corporate and Digital Development (DCDD) in 2019, the major client for DCS is DCDD, which provides approximately 83% of DCS's income.

Financial performance (Comprehensive Operating Statement)

The financial performance of DCS is presented in 2 ways. Table 1 compares 2024–25 final approved budget with performance for the year, and table 2 compares 2024–25 performance with the previous year. More details are provided in subsequent commentary and analysis in tables 3 to 6.

Table 1: 2024–25 Final Budget and Performance

	2024–25		
	Final Budget	Actual	Variation
	\$000	\$000	\$000
Income	33 868	35 507	1 639
Expenses	(30 210)	(31 988)	(1 778)
Net surplus before tax	3 658	3 519	(139)
Income tax expense	(1 097)	(1 059)	38
Net surplus after tax	2 561	2 460	(101)
Comprehensive result	2 561	2 460	(101)
Dividend (50%)	1 281	1 230	51

DCS's overall operating financial performance showed a net surplus after tax of \$2.46 million compared with a final budgeted surplus of \$2.56 million. The lower surplus compared to the 2024–25 final budget is largely due to an increase in operational expenses driven by higher than expected licensing charges. This was partially offset by higher than anticipated revenue reflecting increased demand for services.

DCS will pay an income tax equivalent of \$1.06 million and will return a dividend of \$1.2 million to government for 2024–25.

Financial statement - Data Centre Services

Table 2: 2023-24 and 2024-25 Performance

	2023-24	2024-25	Variation
	\$000	\$000	\$000
Income	31 709	35 507	3 798
Expenses	(26 935)	(31 988)	(5 053)
Net surplus before tax	4 774	3 519	(1 255)
Income tax expense	(1 432)	(1 059)	(374)
Net surplus after tax	3 342	2 460	(882)
Comprehensive result	3 342	2 460	(882)

DCS produced an operating surplus of \$3.52 million for 2024-25 which is \$1.2 million lower than the previous year following a price review.

Income

DCS's primary income source results from the provision of computing services to Northern Territory Government (NTG) agencies. These services are classified under the income categories of sales of goods and services, interest revenue and other income. As shown in Table 3 below, sales of goods and services represents 90.4% of DCS's total income of \$35.5 million, with the remaining 9.6% comprising interest and other income.

The increase in sales of goods and services income predominantly relates to the Application Services function which was transferred from DCDD to DCS in 2024-25. The increase in other income is largely due to higher than expected one-off recoveries for software licences purchased on behalf of other agencies.

Table 3: Income by Category

Year	Sales of Goods and Services		Interest Revenue		Other Income		Total	
	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	32 092	90.4	604	1.7	2 801	7.9	35 507	100
2023-24	30 103	94.9	559	1.8	1 047	3.3	31 709	100

Total income is also classified across DCS's major business functions:

- Mainframe Services – mainframe application hosting and integration services
- Midrange Services – midrange application hosting services
- Enterprise Storage – managing whole of government data storage and performing data backups
- Data Centre Facility Services – hosting ICT infrastructure for agencies and contracted service providers
- Application Services – provides mainframe business application owners with expert advice, maintenance, enhancement and modernisation services for their business systems.

Table 4: Income by Business Function

Year	Mainframe		Midrange		Enterprise Storage		Data Centre Facility Services		Application Services		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	12 883	36.3	14 141	39.8	1 954	5.5	2 870	8.1	3 659	10.3	35 507	100
2023-24	12 340	38.9	14 718	46.4	1 511	4.8	3 140	9.9	-	-	31 709	100

Mainframe Services and Enterprise Storage increased due to demand driven growth, while income decreased for Midrange Services and Data Centre Facility Services following a price review. Application Services is a new function for DCS in 2024-25.

Expenses

DCS incurred the majority of its expenditure on ICT hardware, software and specialist contractors, with employee expenses the second largest expense.

Table 5: Expenses by Category

Year	ICT		Employee		Operational		Depreciation		Property		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	18 507	57.9	7 094	22.2	1 592	5.0	3 809	11.9	986	3.1	31 988	100
2023-24	14 064	52.2	6 656	24.7	1 438	5.3	3 883	14.4	894	3.3	26 935	100

Major variations occurred as follows:

- ICT expenditure – increase was primarily due to higher hardware and software licensing charges and higher contractor costs
- Depreciation – decrease related to the mainframe asset that fully depreciated in 2024-25
- Property management – increase was due to higher general property management costs.

Expenses classified according to DCS's major business functions are presented in Table 6.

Table 6: Expenses by Business Function

Year	Mainframe		Midrange		Enterprise Storage		Data Centre Facility Services		Application Services		Total	
	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%	\$000	%
2024-25	10 250	32.1	8 722	27.3	3 398	10.6	5 807	18.2	3 811	11.9	31 988	100
2023-24	10 147	37.7	8 534	31.7	2 901	10.8	5 353	19.8	-	-	26 935	100

Mainframe, Midrange, Enterprise Storage and Data Centre Facility Services expenditure all increased in line with demand driven growth.

Financial statement - Data Centre Services

Figure 1: Expenses by Business Function (\$M)



Financial position (Balance Sheet)

The Statement of Financial Position details the balances of the assets, liabilities, and equity of DCS at the end of the financial year. The table below compares DCS's financial position at 30 June 2025 with the position at 30 June 2024.

Table 7: 2023-24 and 2024-25 Financial Position

	2023-24	2024-25	Variation
	\$000	\$000	\$000
ASSETS			
Current assets	25 281	25 480	198
Non-current assets	21 543	24 715	3 172
TOTAL ASSETS	46 824	50 195	3 370
LIABILITIES			
Current liabilities	(6 615)	(5 730)	885
Non-current liabilities	(9 118)	(11 822)	(2 704)
TOTAL LIABILITIES	(15 733)	(17 552)	(1 819)
NET ASSETS	31 091	32 643	1 551
Equity	31 091	32 643	1 551
TOTAL EQUITY	31 091	32 643	1 551

DCS's net financial position at the end of 2024-25 was \$32.64 million, compared to the previous year's position of \$31.1 million, an increase of \$1.5 million.

Net assets increased by \$1.5 million primarily as a result of the net surplus before tax of \$3.5 million, less provision for tax (\$1.06 million) and dividends (\$1.2 million).

DCS's major assets as at 30 June 2025 primarily comprised property, plant and equipment (mainly buildings and leasehold improvements), and cash, deposits and prepayments (software licensing and maintenance). Major liabilities included lease liabilities, provision for income tax and provision for dividends.

Certification of the financial statements

We certify that the attached financial statements for Data Centre Services have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* 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 2025 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.



Catherine Weber

Chief Executive

30 September 2025

Michael Smid

A/Chief Financial Officer

30 September 2025



Independent Auditor's Report

To the Minister for Corporate and Digital Development

Data Centre Services

Report on the audit of the financial report for the year ended 30 June 2025

Opinion

I have audited the financial report of Data Centre Services, which comprises the balance sheet as at 30 June 2025, and the comprehensive operating statement, the statement of changes in equity and the cash flow statement for the year then ended, notes to the financial statements, including material accounting policy information, and the Chief Executive Officer's declaration.

In my opinion, the accompanying financial report:

- presents fairly, in all material respects, the financial position of Data Centre Services as at 30 June 2025 and its financial performance, cash flows and changes in equity for the year then ended
- is in accordance with the *Financial Management Act 1995* and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of Data Centre Services in accordance with the auditor independence requirements of the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to my audit of the financial report in Australia. My authorised auditors and I have also fulfilled our other ethical responsibilities in accordance with the Code. My independence is further established by the *Audit Act 1995*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer is responsible for the other information. The other information comprises the information included in the *Financial Statement Overview* for the year ended 30 June 2025 but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, I consider whether the other information is materially inconsistent with the financial report or the knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Chief Executive Officer for the financial report

The Chief Executive Officer is responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1995* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the ability of Data Centre Services to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Data Centre Services' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.,
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of Data Centre Services to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report however future events or conditions may cause Data Centre Services to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Chief Executive Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Jara K Dean
Auditor-General

Darwin, Northern Territory
30 September 2025



Comprehensive operating statement

For the year ended 30 June 2025

	Note	2025 \$000	2024 \$000
INCOME			
Sales of goods and services	3	32 092	30 103
Interest revenue		614	559
Other income	4	2 801	1 047
TOTAL INCOME		35 507	31 709
EXPENSES			
Employee expenses	5	7 094	6 656
Administrative expenses			
Purchases of goods and services	6	19 826	15 298
Property management	6	986	894
Depreciation and amortisation	12	3 809	3 842
Impairment losses		-	42
Interest expenses	7	274	203
TOTAL EXPENSES		31 988	26 935
NET SURPLUS/(DEFICIT)		3 519	4 774
SURPLUS BEFORE INCOME TAX		3 519	4 774
Income tax expense		1 059	1 432
NET SURPLUS		2 460	3 342
COMPREHENSIVE RESULT		2 460	3 342

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

Balance sheet

As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and deposits	9	15 858	16 087
Receivables	11	9 622	9 194
Total current assets		25 480	25 281
Non-current assets			
Receivables	11	2 013	1 366
Property, plant and equipment	12	22 702	20 177
Total non-current assets		24 715	21 543
TOTAL ASSETS		50 195	46 824
LIABILITIES			
Current liabilities			
Payables	13	886	663
Income tax liabilities	15	1 059	1 432
Provisions	15	2 381	2 824
Lease liabilities	14	1 374	1 541
Other liabilities	16	30	155
Total current liabilities		5 730	6 615
Non-current liabilities			
Lease liabilities	14	11 822	9 118
Other liabilities	16	-	-
Total non-current liabilities		11 822	9 118
TOTAL LIABILITIES		17 552	15 733
NET ASSETS		32 643	31 091
EQUITY			
Capital		4 233	4 232
Equity injections		327	-
Accumulated funds		28 084	26 859
TOTAL EQUITY		32 643	31 091

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 2025

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2025					
Accumulated funds		26 859	2 460	-	29 319
Dividends payable		-	-	(1 235)	(1 235)
Transfers from reserves		-	-	-	-
		26 859	2 460	(1 235)	28 084
Capital – transactions with owners					
Equity injections		4 233	-	-	4 233
Equity transfers in		-	-	327	327
Other equity injections		-	-	-	-
Equity withdrawals					
Capital withdrawals		-	-	-	-
Equity transfers out		-	-	-	-
		4 233	-	327	4 560
Total equity at end of financial year		31 091	2 460	(908)	32 643
2024					
Accumulated funds		25 188	3 342	-	28 530
Dividends payable		-	-	(1 671)	(1 671)
		25 188	3 342	(1 671)	26 859
Capital – transactions with owners					
Equity injections		4 563	-	-	4 563
Capital appropriation		-	-	-	-
Equity transfers in		-	-	-	-
Other equity injections		-	-	-	-
Equity withdrawals		-	-	(330)	(330)
Equity transfers out		-	-	-	-
		4 563	-	(330)	4 233
Total equity at end of financial year		29 750	3 342	(2 001)	31 091

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 2025

	Note	2025 \$000	2024 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Receipts from sales of goods and services		34 510	30 879
GST receipts		2 521	1 986
Interest received		613	537
Total operating receipts		37 644	33 402
Operating payments			
Payments to employees		(7 083)	(6 717)
Payments for goods and services		(21 435)	(12 772)
GST payments		(2 519)	(1 601)
Income tax paid		(1 432)	(1 573)
Interest paid		(274)	(203)
Total operating payments		(32 743)	(22 866)
Net cash from/(used in) operating activities	10	4 901	10 536
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of assets		(1 985)	(1 222)
Total investing payments		(1 985)	(1 222)
Net cash from/(used in) investing activities		(1 985)	(1 222)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Other equity injections		-	(331)
Total financing receipts		-	(331)
Financing payments			
Dividends paid		(1 671)	(1 835)
Finance lease payments		(1 473)	(1 511)
Total financing payments		(3 144)	(3 346)
Net cash from/(used in) financing activities		(3 144)	(3 677)
Net increase/(decrease) in cash held		(229)	5 637
Cash at beginning of financial year		16 087	10 450
CASH AT END OF FINANCIAL YEAR	9	15 858	16 087

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

Data Centre Services (DCS) delivers core ICT infrastructure and support services to Northern Territory Government (NTG) agencies.

DCS is funded through income from charges on users for NTG agencies. The main services recipient is the Department of Corporate and Digital Development, along with a small number of organisations such as government owned corporations. The Financial Statements encompass all funds and resources which DCS controls to undertake its functions.

2. Statement of material accounting policy information

a) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires Data Centre Services to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- a certification of the financial statements
- a comprehensive operating statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- applicable explanatory notes to the financial statements.

Standards and interpretations effective from 2024–25 financial year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2024–25 financial year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

b) 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. Figures in the financial statements and notes may not equate due to rounding.

c) Contributions by and distributions to government

DCS may receive contributions from government where the government is acting as owner of the agency. Conversely, DCS may make distributions to government. In accordance with the *Financial Management Act 1995* 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 DCS as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

3. Sales of goods and services

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Sale of mainframe services	11 362	-	11 362	12 059	-	12 059
Sale of midrange services	12 863	-	12 863	13 953	-	13 953
Sale of enterprise storage and backup services	1 954	-	1 954	1 511	-	1 511
Sale of data centre facility services	2 266	-	2 266	2 580	-	2 580
Sale of application services	3 648	-	3 648	-	-	-
Total sales of goods and services	32 092	-	32 092	30 103	-	30 103

Rendering of services

Revenue from rendering of services is recognised when DCS satisfies the performance obligation by transferring the promised information technology services. DCS typically satisfies its performance obligations at the end of the billing period when the services or capacity consumed by the customer can be quantified.

DCS services revenue includes:

Mainframe services – provision of a mainframe operating environment and hosting of mainframe applications billed to customers through a charging model based on utilisation share. Revenue is recognised as DCS satisfies its performance obligation when the monthly provision of the operating and hosting environment is complete, with payments typically due a month after.

Midrange services – provision of management services that build upon the base hosting or cloud offering. Services include operating system, database and technical support services. Data is collected on the quantity of services consumed on a monthly basis and applied to determine customer charges. DCS satisfies its performance obligation when the monthly provision of the management services is complete, with payments typically due a month after.

Enterprise storage and backup services – provision of enterprise scale storage and backup solutions to suit customers based on a pay for use basis. Enterprise Storage service is delivered by means of a storage area network (SAN) which is located in the Government Data Centre (GDC). Enterprise backup is a backup solution for customer business applications. The backup service is delivered by means of a fully managed enterprise class backup solution located in the GDC, with copies replicated to multiple sites for disaster recovery included in the charge. DCS satisfies its performance obligation when the monthly provision of the storage and backup services is complete, with payments typically due a month after.

Data centre facility services – the Government Data Centre is the primary site which provides a continuous, secure and reliable facility hosting client and agency ICT equipment. DCS, as part of disaster recovery offerings, can also provide hosting options in a secondary site known as the Backup Data Centre. Data is collected on the quantity of services consumed on a monthly basis and applied to determine customer charges. DCS satisfies its performance obligation when the monthly provision of the data centre facility is complete, with payments typically due a month after.

Application services – application services provides mainframe business application owners with expert advice, maintenance, enhancement and modernisation services for their business systems.

Revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025	2024
	\$000	\$000
Type of good and service:		
Service delivery	32 092	30 103
Total revenue from contracts with customers by good or service	32 092	30 103
Type of customer:		
Northern Territory Government controlled entities	30 060	30 028
Non-government entities	32	75
Total revenue from contracts with customers by type of customer	32 092	30 103
Timing of transfer of goods and services:		
Over time	32 092	30 103
Total revenue from contracts with customers by timing of transfer	32 092	30 103

4. Other income

	2025			2024		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Other income	2 801	-	2 801	1 047	-	1 047
Total other income	2 801	-	2 801	1 047	-	1 047

Miscellaneous revenue

Miscellaneous revenue for DCS includes reimbursements and project costs recoveries. Where funding is received for agreements that are enforceable and contain sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or third-party beneficiary, the transaction is accounted for under AASB 15 as revenue from contracts with customers. Where this criterion is not met, revenue is generally accounted for under AASB 1058 and income is generally recognised upfront on receipt of funding.

DCS pays for goods and services on behalf of other agencies and these expense recoveries primarily includes management costs for projects.

DCS satisfies performance obligations when the goods or services have been completely delivered. Subsequently, DCDD recovers the expenditure from agencies through the issuance of invoices, with revenue recognised when payment is received.

Other income accounted for as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025	2024
	\$000	\$000
Type of good and service:		
Service delivery	2 801	1 047
Total revenue from contracts with customers by good or service	2 801	1 047
Type of customer:		
Northern Territory Government controlled entities	2 746	1 047
Non-government entities	55	-
Total revenue from contracts with customers by type of customer	2 801	1 047
Timing of transfer of goods and services:		
Point in time	2 801	1 047
Total revenue from contracts with customers by timing of transfer	2 801	1 047

5. Employee benefits expense

	2025	2024
	\$000	\$000
Salaries and wages	6 034	5 690
Superannuation expenses	701	633
Workers compensation	-	-
Fringe benefits tax	7	6
Payroll tax	352	327
Total employee benefits expense	7 094	6 656

The number of full-time equivalent employees for 2024–25 was 49 (2023–24: 47).

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 13: Payables and Note 15: Provisions.

6. Purchases of goods and services

	2025	2024
	\$000	\$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ¹	7 002	4 468
Legal expenses ²	-	1
Training and study	13	11
Official duty fares	-	1
Information technology charges and communications	11 504	9 596
Property management expenses	986	894
Insurance premiums	106	100
Agency service arrangements	1 062	1 049
Audit fees	32	30
Other ³	107	42
	20 812	16 192

¹ IT consultants.

² Includes legal fees, claim and settlement costs.

³ Includes other equipment and consumables.

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

7. Interest expenses

	2025	2024
	\$000	\$000
Interest from lease liabilities	274	203
Interest from loans and advances	-	-
Interest from service concession liabilities	-	-
Total interest expenses	274	203

Interest expenses consist of interest and other costs incurred in connection with lease liabilities. Interest expenses are recognised in the reporting period in which they are incurred.

8. Write-offs, postponements, waivers, gifts and ex gratia payments

The following table presents all write-offs, waivers, postponements, gifts and ex gratia payments approved under the *Financial Management Act 1995* or other legislation that the agency administers.

	Agency				Note
	2025	No. of trans.	2024	No. of trans.	
	\$000		\$000		
Write-offs, postponements and waivers approved by delegates					
Losses or deficiencies of money written off	-	-	-	-	
Value of public property written off	-	-	41	1	1
Total write-offs, postponements and waivers approved by delegates	-	-	41	1	
Total write-offs, postponements and waivers	-	-	41	1	

Notes (write-off):

1. Relates to a write-off of an obsolete asset.

Write-off

Write-offs reflect the removal from accounting records the value of public money or public property owing to, or loss sustained by the Territory or agency. It refers to circumstance where the Territory or an agency has made all attempts to pursue the debt, however, is deemed irrecoverable due to reasons beyond the Territory or an agency's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

Waiver

Waivers reflect the election to forgo a legal right to recover public money or receive public property. Once agreed with and communicated to the debtor, it will have the effect of extinguishing the debt and renouncing the right to any future claim on that public money or public property. Waivers result in no cash outlay and are accounted for under 'Current grants and subsidies expense' in the comprehensive operating statement.

Postponement

A postponement is a deferral of a right to recover public money or receipt of public property from its due date. This has no effect on revenues or expenses recognised but may affect cash inflows or assets in use.

Gifts

A gift is an asset or property, deemed surplus to government's requirements, transferred to a suitable recipient, without receiving any consideration or compensation, and where there is no constructive or legal obligation for the transfer. Gifted property is accounted under 'Other administrative expenses' in the comprehensive operating statement.

Ex gratia

Ex gratia payments or act-of-grace payments are gratuitous payments where no legal obligation exists. Ex gratia payments can only be approved by the Treasurer. Ex gratia payments result in cash outlay and are accounted for under 'Purchases of goods and services' in the comprehensive operating statement.

DCS has one write-off for the year ended 30 June 2024 and none for the year ended 30 June 2025. There are no postponements, waivers, and gifts or ex gratia payments for the year ended 30 June 2025 and 30 June 2024.

9. Cash and deposits

	2025	2024
	\$000	\$000
Cash on hand	15 858	16 087
Total cash and deposits	15 858	16 087

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.

10. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$15.8 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

Reconciliation of net surplus/deficit to net cash from operating activities

	2025	2024
	\$000	\$000
Net surplus	2 460	3 342
Non-cash items:		
Depreciation and amortisation	3 809	3 842
Asset write-offs/write-downs	-	41
(Gain)/loss on disposal of assets	(10)	-
Changes in assets and liabilities:		
Decrease/(Increase) in receivables	(1 075)	4 078
(Decrease)/Increase in payables	224	128
(Decrease)/Increase in provision for employee benefits	(9)	(71)
(Decrease)/Increase in income tax liability	(373)	(128)
(Decrease)/Increase in unearned income	(125)	(696)
Net cash from operating activities	4 901	10 536

b) Reconciliation of liabilities arising from financing activities

	Cash flows						Other		
	1 July	Dividends paid	Equity injection/withdrawals	Lease liabilities repayments	Other	Total cash flows	Other	Total Other	30 June
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2025									
Dividends	1 671	(1 671)	-	-	-	(1 671)	1 235	1 235	1 235
Lease liabilities	10 659	-	-	(1 473)	-	(1 473)	4 010	4 010	13 196
Equity injections/withdrawals	4 233	-	-	-	-	-	327	327	4 560
Total	16 563	(1 671)	-	(1 473)	-	(3 144)	5 572	5 572	18 991

	Cash flows						Other		
	1 July	Dividends paid	Equity injection/withdrawals	Lease liabilities repayments	Other	Total cash flows	Other	Total Other	30 June
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2024									
Dividends	1 835	(1 835)	-	-	-	(1 835)	1 671	1 671	1 671
Lease liabilities	11 113	-	-	(1 511)	-	(1 511)	1 057	1 057	10 659
Equity injections/withdrawals	4 563	-	(331)	-	-	(331)	-	-	4 233
Total	17 511	(1 835)	(331)	(1 511)	-	(3 677)	2 728	2 728	16 563

c) Non-cash financing and investing activities

Lease transactions

DCS recorded no additional right-of-use assets for the lease of buildings in 2024–25 and 2023–24.

11. Receivables

	2025	2024
	\$000	\$000
Current		
Accounts receivable	72	60
Accrued contract revenue	2 636	2 390
Interest receivables	47	55
GST receivables	(108)	(106)
Prepayments	6 975	6 795
	9 622	9 194
Non-Current		
Prepayments	2 013	1 366
Total receivables	11 635	10 560

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable, contract receivables and other receivables are generally settled within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

Accrued contract revenue

Accrued contract revenue relates to the agency's right to consideration in exchange for works completed but not invoiced at the reporting date. Once the agency's rights to payment becomes unconditional, usually on issue of an invoice, accrued contract revenue balances are reclassified as contract receivables. Accrued revenue that does not arise from contracts with customers are reported as part of other receivables.

Prepayments

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received.

DCS's prepayments include software licenses and related software and hardware support services. Perpetual licences are expensed in the year they are incurred if their expected life and future economic benefit from their usage cannot be reliably determined.

The increase in 2024-25 is due to new IBM enterprise license agreement contract and renewal of software licences.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information, including macroeconomic factors.

In accordance with the provisions of the FMA, receivables are written off when based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the agency's control.

The loss allowance for receivables at reporting date represents the amount of receivables the agency estimates is likely to be uncollectible and is considered doubtful. Ageing analysis for receivables as at the reporting date are disclosed below.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government (NTG) such as other agencies, government business divisions and government owned corporations. External receivables reflect amounts owing from third parties which are external to NTG.

Ageing analysis

	2025				2024			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Internal receivables								
Not overdue	60	-	-	60	59	-	-	59
Overdue for less than 30 days	-	-	-	-	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-	-	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-	-
Total internal receivables	60	-	-	60	59	-	-	59

Financial statement - Data Centre Services

External receivables	2024				2023			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Not overdue	12	-	-	12	1	-	-	1
Overdue for less than 30 days	-	-	-	-	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-	-	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-	-
Total external receivables	12	-	-	12	1	-	-	1

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

Reconciliation of loss allowance for receivables

DCS recognised no loss allowance for receivables for 2024–25 and 2023–24 from the assessment of expected credit losses.

12. Property, plant and equipment

a) Total property, plant and equipment

	2025	2024
	\$000	\$000
Infrastructure		
At capitalised cost	27	27
Less: accumulated depreciation	(15)	(12)
	12	15
Plant and equipment		
At capitalised cost	11 257	10 963
Less: accumulated depreciation	(3 306)	(2 739)
	7 951	8 224
Computer hardware		
At capitalised cost	10 411	9 273
Less: accumulated depreciation	(8 588)	(7 731)
	1 823	1 542
Leased property, plant and equipment		
At capitalised cost	18 299	16 908
Less: accumulated amortisation	(5 383)	(6 512)
	12 916	10 396
Total property, plant and equipment	22 702	20 177

Reconciliation of carrying amount of property, plant and equipment

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

	Infrastructure	Plant and equipment	Computer hardware	Leased property, plant and equipment	Total
2025	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	15	8 224	1 542	10 396	20 177
Additions	-	(43)	2 029	-	1 986
Additions of right-of-use assets	-	-	-	4 795	4 795
Depreciation expense – asset owned	(3)	(557)	(1 748)	-	(2 308)
Amortisation expense – right-of-use asset	-	-	-	(1 501)	(1 501)
Additions/disposals from asset transfers	-	337	-	-	337
Revaluation increments/Decrements	-	-	-	(774)	(774)
Other movements	-	(10)	-	-	(10)
Carrying amount as at 30 June	12	7 951	1 823	12 916	22 702

	Infrastructure	Plant and equipment	Computer hardware	Leased property, plant and equipment	Total
2024	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	17	10 803	94	10 865	21 779
Additions	-	73	3 249	-	3 322
Additions of right-of-use assets	-	-	-	-	-
Depreciation expense – asset owned	(2)	(551)	(1 760)	-	(2 313)
Amortisation expense – right-of-use asset	-	-	-	(1 528)	(1 528)
Additions/disposals from asset transfers	-	(2 101)	-	-	(2 101)
Revaluation increments/Decrements	-	-	-	1 059	1 059
Impairment losses	-	-	(41)	-	(41)
Carrying amount as at 30 June	15	8 224	1 542	10 396	20 177

Acquisitions

Property, plant and equipment are initially recognised at cost.

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.

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

Construction (work in progress)

As part of the financial management framework, the Department of Logistics and Infrastructure (DLI) is responsible for managing general government capital works projects on a whole of government basis. Therefore, appropriation for capital works is provided directly to DLI 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.

Revaluation of 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.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any 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 current 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 an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal results in an increase in the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as of 30 June 2025. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025	2024
Plant and equipment	2-18 years	2-18 years
Right of use	Lease Term	Lease Term
Computer hardware	2-10 years	2-10 years

Right-of-use asset

DCS assesses at contract inception whether a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration and hence contains a lease.

DCS recognises lease liabilities representing an obligation to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

DCS recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use).

If ownership of the leased asset transfers to DCS at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are subsequently measured at fair value which approximates costs less accumulated amortisation and accumulated impairment losses.

Right-of-use assets are subject to remeasurement principles consistent with the lease liability. This includes applying indexation and market rent review. Right-of-use assets are also revalued where a trigger or event may indicate their carrying amount does not equal fair value.

The following amounts were recognised in the comprehensive operating statement for the year in respect of leases where the agency is the lessee:

	2025	2024
	\$000	\$000
Depreciation expense of right-of-use assets	1 501	1 528
Interest expense on lease liabilities	274	203
Total amount recognised in the comprehensive operating statement	1 775	1 731

13. Payables

	2025	2024
	\$000	\$000
Accounts payable	-	23
Accrued salaries and wages	146	123
Other accrued expenses	740	517
Total payables	886	663

Liabilities for accounts payable and other amounts payable are carried at amortised 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 20 days from receipt of valid invoices under \$1 million or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

14. Borrowings and advances

	2025	2024
	\$000	\$000
Current		
Lease liabilities	1 374	1 541
Non current		
Lease liabilities	11 822	9 118
Total borrowings and advances	13 196	10 659

Lease liabilities

At the commencement date of the lease where DCS is the lessee, DCS recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Variable lease payments which depend on an index or a rate are included in the lease liabilities, otherwise, are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the agency's leases, the Northern Territory Treasury Corporation's institutional bond rate is used as the incremental borrowing rate.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (such as changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Financial statement - Data Centre Services

The following table presents liabilities under leases.

	2025	2024
	\$000	\$000
Balance at 1 July	10 659	11 113
Additions/remeasurements	4 010	1 058
Interest expenses	274	203
Payments	(1 747)	(1 715)
Balance at 30 June	13 196	10 659

DCS had total cash outflows for leases of \$1.7 million in 2025 (\$1.7 million in 2024).

DCS had no future minimum lease payments under non-cancellable leases not recorded as liabilities for 2024–25 and 2023–24.

15. Provisions

	2025	2024
	\$000	\$000
Current		
Employee benefits		
Recreation leave	849	848
Leave loading	82	87
Other employee benefits	4	8
Other current provisions		
Provision for dividends	1 235	1 671
Provision for fringe benefits tax	2	2
Provision for superannuation	149	149
Provision for payroll tax	59	59
Other provisions - income tax	1 059	1 432
Total provisions	3 440	4 256
Reconciliations of provision for dividends		
Balance as at 1 July	1 671	1 835
Additional provisions recognised	1 235	1 671
Reductions arising from payments	(1 671)	(1 835)
Balance as at 30 June	1 235	1 671

Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated because of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 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 12 months of the reporting date are measured at present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures and periods of service.

All recreation leave is classified as a current liability.

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 and other leave entitlements
- 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 DCS, and therefore no long service leave liability is recognised within these financial statements.

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 therefore not recognised in agency financial statements.

16. Other liabilities

	2025	2024
	\$000	\$000
Current		
Unearned contract revenue	30	155
Non-current		
Unearned contract revenue	-	-
Total other liabilities	30	155

Unearned contract revenue liability

Unearned contract revenue liability relates to consideration received in advance from customers in respect of information technology services. Unearned contract revenue liability balances as at 30 June 2025 is \$0.03 million (balance at 1 July 2024 was 0.2 million). Software licensing, support and maintenance are valid for the contracted period, performance obligations are satisfied on the expiration of the validity period.

Of the amount included in the unearned contract revenue liability balance as at 1 July 2024, \$0.2 million has been recognised as revenue in 2024–25 financial year.

DCS anticipates to recognise as revenue, unearned contract revenue liability in accordance with the time bands below:

	2025	2024
	\$000	\$000
Not later than one year	30	155
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
Total	30	155

17. 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.

DCS's property, plant and equipment, computer software and computer hardware are recognised at cost less depreciation or amortisation. The carrying amounts of these financial assets and liabilities approximates their fair value.

18. 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.

DCS's financial instruments include cash and deposits, receivables, payables and lease liabilities. It excludes statutory receivables arising from taxes including tax receivables, GST input tax credits recoverable, and fines and penalties, which do not meet the definition of financial instruments as per AASB 132 - Financial instruments: Presentation.

DCS has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities.

a) Categories of financial instruments

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

	Category	2025	2024
		\$000	\$000
Cash and deposits	Amortised cost	15 858	16 087
Receivables ¹	Amortised cost	119	115
Total financial assets		15 977	16 202
Payables ¹	Amortised cost	-	23
Lease liabilities	Amortised cost	13 196	10 659
Total financial liabilities		13 196	10 682

¹Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued items.

Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

DCS's financial assets categorised at amortised cost include receivables and advances paid.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. DCS's financial liabilities categorised at amortised cost include all accounts payable, and lease liabilities.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

DCS 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 creditworthy 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.

Credit risk relating to receivables is disclosed in Note 11.

c) Liquidity risk

Liquidity risk is the risk DCS will not be able to meet its financial obligations as they fall due. DCS's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. DCS's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise DCS's ability to meet its financial obligations.

The following tables detail DCS's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2025	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables ¹	-	-	-	-	-
Lease Liabilities	13 196	1 749	6 389	7 303	15 441
Total financial liabilities	13 196	1 749	6 389	7 303	15 441

¹Total amounts disclosed exclude statutory amounts and accrued items.

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
2024	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables ¹	23	23	-	-	23
Lease Liabilities	10 659	1 719	5 611	4 232	11 562
Total financial liabilities	10 682	1 742	5 611	4 232	11 585

¹Amounts disclosed exclude statutory amounts and accruals (such as accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not be recognised in the balance sheet.

d) Market risk

Market risk is the risk 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

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

DCS has limited exposure to interest rate risk as DCS's financial assets and financial liabilities, with the exception of leases, are noninterest bearing. Lease arrangements are established on a fixed interest rate and as such do not expose DCS to interest rate risk.

ii. Price risk

DCS is not exposed to price risk as DCS does not hold units in unit trusts.

iii. Currency risk

Currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

DCS has limited exposure to currency risk, as DCS does not hold borrowings denominated in foreign currencies and has limited transactional currency exposures arising from purchases in a foreign currency.

19. Related parties

a) Related parties

DCS is a government administrative entity and is wholly owned and controlled by the Territory Government.

Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses, children and dependants
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMP or the portfolio minister, or controlled or jointly controlled by their close family members.

b) Key management personnel

The key management personnel of DCS are those persons having authority and responsibility for planning, directing and controlling the activities of DCS. These include the Minister, the Chief Executive Officer of DCDD, Deputy Chief Executive Officer DCDD, Senior Director Data Centre Services and Chief Financial Officer DCDD.

c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of the Minister as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and are consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of DCS is set out below:

	2025	2024
	\$000	\$000
Short-term benefits	356	235
Post-employment benefits	38	27
Total remuneration of key management personnel	394	262

DCDD provides management services to DCS and the amount relating to KMP has been included in the figures above.

d) Related party transactions: Transactions with Northern Territory Government-controlled entities

DCS's primary ongoing source of funding is received from Northern Territory Government-controlled entities.

The following table provides quantitative information about related party transactions entered during the year with all other Northern Territory Government-controlled entities.

2025	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	35 410	4 632	2 737	2 536

2024	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
Related party	\$000	\$000	\$000	\$000
<i>All NTG departments</i>	31 634	5 423	2 510	3 479

DCS's transactions with other government entities are not individually significant.

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed.

DCS had no other related party transactions in excess of \$10,000.

20. Contingent liabilities and contingent assets

DCS had no contingent liabilities or contingent assets as at 30 June 2025 or 30 June 2024.

21. 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.

22. Budgetary information

The following tables present the variation between the 2024–25 original budgeted financial statements, as reported in 2024–25 Budget Paper No. 3 Agency Budget Statements and the 2024–25 actual amounts reported in the financial statements, together with explanations for significant variations.

Comprehensive Operating Statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Sales of goods and services	32 092	31 013	1 079	
Interest revenue	614	546	68	1
Other income	2 801	-	2 801	2
TOTAL INCOME	35 507	31 559	3 948	
EXPENSES				
Employee expenses	7 094	7 195	101	
Administrative expenses				
Purchases of goods and services	20 812	15 223	(5 589)	3
Depreciation and amortisation	3 809	3 253	(556)	
Other administrative expenses	-	-	-	
Interest expenses	274	160	(114)	
TOTAL EXPENSES	31 988	25 831	(6 158)	
NET SURPLUS/(DEFICIT)	3 519	5 728	(2 209)	
Income Tax Expense	1 059	1 718	659	
NET SURPLUS	2 460	4 010	(1 550)	
COMPREHENSIVE RESULT	2 460	4 010	(1 550)	

Notes:

The following note descriptions relate to variances greater than 20%.

1. Largely reflects continued growth in midrange and enterprise storage services, and backup data centre.
2. Attributed to one-off recovery from work undertaken on behalf of agencies.
3. Increased demand for midrange services, enterprise storage and backup data centre.

Balance Sheet

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	15 858	11 119	4 739	1
Receivables	9 622	13 102	(3 480)	2
Total current assets	25 480	24 221	1 259	
Non-current assets				
Prepayments	2 013	1 645	368	2
Property, plant and equipment	22 702	22 684	18	
Other financial assets	-	-	-	
Total non-current assets	24 715	24 329	386	
TOTAL ASSETS	50 195	48 550	1 645	
LIABILITIES				
Current liabilities				
Payables and accruals	887	639	(248)	
Income tax liabilities	1 059	1 718	659	
Provisions	2 380	3 219	839	3
Lease liabilities	1 374	1 372	(2)	4
Other liabilities	30	696	666	5
Total current liabilities	5 730	7 644	1 914	
Non-current liabilities				
Lease liabilities	11 822	7 128	(4 694)	4
Other liabilities	-	155	155	5
Total non-current liabilities	11 822	7 283	(4 539)	
TOTAL LIABILITIES	17 552	14 927	(2 625)	
NET ASSETS	32 643	33 623	(980)	
EQUITY				
Capital	4 233	4 563	330	
Equity injections/withdrawals	327	-	(327)	
Accumulated funds	28 083	29 060	977	
TOTAL EQUITY	32 643	33 623	980	

Notes:

1. Variance mainly related to opening balance adjustment and deferral of capital hardware purchases.
2. Variance reflects reclassification of prepayments to current prepayments.
3. Variance is due lower dividend and income tax provision.
4. Increase in lease liabilities reflects movement in line with leased assets under AASB16.
5. Unearned revenue unwinding in 2024-25.

Cash flow statement

	2025 Actual	2025 Original budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Receipts from sales of goods and services	34 510	31 013	3 497	1
GST receipts	2 521	-	2 521	2
Interest received	613	546	67	
Total operating receipts	37 644	31 559	6 085	
Operating payments				
Payments to employees	(7 083)	(7 195)	112	
Payments for goods and services	(21 435)	(15 223)	(6 212)	3
GST payments	(2 519)	-	(2 519)	2
Income tax paid	(1 432)	(1 601)	169	
Interest paid	(274)	(160)	(114)	
Total operating payments	(32 743)	(24 179)	(8 564)	
Net cash from/(used in) operating activities	4 901	7 380	(2 479)	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of non-financial assets	(1 985)	(3 310)	1 325	4
Total investing payments	(1 985)	(3 310)	1 325	
Net cash from/(used in) investing activities	(1 985)	(3 310)	1 325	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing payments				
Lease liabilities payments	(1 473)	(1 321)	(152)	
Dividend paid	(1 671)	(1 868)	197	
Total financing payments	(3 144)	(3 189)	45	
Net cash from/(used in) financing activities	(3 144)	(3 189)	45	
Net increase/(decrease) in cash held	(229)	881	(1 110)	
Cash at beginning of financial year	16 087	10 238	5 849	
CASH AT END OF FINANCIAL YEAR	15 858	11 119	4 739	

Notes:

1. Largely reflects continued growth in midrange services, enterprise storage and backup data centre.
2. Unbudgeted GST receipts and payments.
3. Increased demand for midrange services and enterprise storage on behalf of agencies.
4. Reflects purchase of assets deferred to 2025–26.

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Appendix A – Cost allocation model

The Department of Corporate and Digital Development (DCDD) uses a cost allocation model to calculate and attribute service delivery costs across service lines. Service usage data, such as transactional volumes, is extracted from our systems, with unit costs applied to determine charges for each client.

Departments are notionally charged for the value of services received, with fees reflected in their budgets and ledgers. Services provided to government business divisions (GBDs) and other non-budget entities operate on a cost recovery basis.

The model is reviewed annually and refined to support accurate forecasting in departmental and GBD budgets.

Product name	Cost driver description	\$ (GST exclusive)
Employment Services		
Entry Level Recruit	# of FTEs per pay (administrative officer levels only)	0.50
Payroll Employees	# of paid employees	6.65
Payroll Manual Pay Transaction Records	# of pay transaction records – manual	14.15
Payroll Auto Pay Transaction Records	# of pay transaction records – auto	2.80
Payroll Commencement	# of commencements	120.50
Payroll Termination	# of terminations	170.50
Payroll Contacts	# of payroll contacts	14.50
Recruitment Advertising	# of advertisements	105.15
Position occupant moves	# of temporary/nominal moves	10.55
Executive Contract Officers	# of paid executive contract officers per pay	20.50
Recruitment requests	# of requests to fill (RTF) processed	46.60
Workers Compensation	# of workers compensation payroll transaction records	27.40
Finance Services		
Interfaced payments	# of interfaced payment transactions into government accounting system	0.90
Internet payments	# of internet payment transactions	66.10
Manual payments	# of manual payment transactions	59.30
NTGPay payments	# of NTGPay payment transactions	9.50
Power billing and revenue collection/ Medicare receipts	# of claims processed	0.65
Payroll Debt Recovery	# of FTEs per pay	0.95
Accounts receivable process Electronic Invoice	# of electronic invoices processed	25.40

Product name	Cost driver description	\$ (GST exclusive)
Advance cheques/petty cash	# of advance cheques/petty cash	94.50
Manual Ledger Transfer	# of manual ledger transfers	47.25
Accounts receivable Receiver of Territory Monies (RTM) Receipts	# of RTM receipts	17.85
Bank Accounts	# of bank accounts managed	503.70
Manual receipts	# of manual receipts	63.35
Asset Disposals	# of asset disposal transactions	42.80
Asset additions	# of asset addition transactions	27.10
Asset maintenance	# of asset maintenance transactions	1.25
Credit Cards	# of credit cards	39.00
BAS/GST Return	# of Goods and Services Tax (GST) lines on Business Activity Statement (BAS)	0.65
Fringe Benefit Tax (FBT) Return	# of FBT liability lines	10.80
Payroll Tax Return	# of tax payroll tax lines	4.45
Across Government Systems		
Human Resource Systems – eRecruit	# of eRecruit RTFs	16.90
Human Resource Systems – FOILS	# of fares out of isolated locations claim	6.85
Human Resource Systems	# of HR system transactions	6.65
NTGPay	# of NTGPay invoices	3.95
Expense8	# of Expense8 credit card transactions	4.95
Official travel system (TRIPS)	# of travel transactions	4.55
Government Accounting System (GAS)	# of general ledger transactions	0.65
Procurement Systems	# of procurements	596.80
GrantsNT	% of \$ value of grants processed	1 010.50
Property Leasing System (PROGEN)	# of square metres of accommodation	0.08
Asset Systems (ASNEX)	% of system usage	3 260.05
Contract Management Systems (TRAX)	# of contracts	6.65
TRM administration	Per workstation	2.75
Workforce Development		
Early Career Programs	# of FTE – AO6 (and equivalent) and below/per pay	7.40
OneNTG Leadership courses (academy)	# of FTE – AO7 (and equivalent) and above/per pay	31.25

Appendices

Product name	Cost driver description	\$ (GST exclusive)
Workforce Capability Program	# of FTE per month	18.85
Agency Analytics and Insights	# of FTE per month	7.05
Enterprise Analytics and Insights	# of FTE per month	1.75
Workforce Planning and Advice	# of FTE per month	7.70
Workforce Relations		
Case Management	# of case management processes started per employee	12 998.60
Complex Advice	per advice across the full suite of HR services	7 097
Simple Advice	per advice across the full suite of HR services	383.15
Service Request	# of FTE per month	29.70
Job Evaluations	Per evaluation	205.20
Benchmark	Per benchmarked position	122.30
Workforce Business Partners	% of services by agency	1 314.80
Specific Recruitment Services	% of services by agency	477.30
ICT Services		
Contract Management and Security	Per device	6.30
IT Agency Services Manager	# of Managers	12 266.65
IT Agency Services Director	# of Directors	15 747.75
Agency Technology Services	Based on agency utilisation	-
Web Services		
NTG Web Services	# of FTEs per pay	3.65
Web Page Updates	# of updates	74.25
Procurement Services		
Across Government Contracts	# of FTEs per pay per contract	0.14
Contract Administration	Per transaction for contract amendments	725.60
Tier 2 Quotes	Per Request for Quotation (RFQ) - (APRO data)	150.50
Non-Standard Procurement	Per non-standard procurement - (APRO data)	150.50
Tender Management	Per tender - (APRO data)	2 010.35
Tier 3 Request for Quotation	Per quote and award	1 629.25

Product name	Cost driver description	\$ (GST exclusive)
Tier 3, 4 and 5 Quotes	Per quotation or tender for Power Water Corporation only	1 629.25
Procurement Advisory Services	# of FTEs per client agency	5.00
Tier 2 and Non-Standard Full Procurement	Per Tier 2 Request for Quotation or non- standard procurement	3 361.85
Tier 3 Full Procurement	Per Tier 3 Request for Quotation	6 217.95
Tenders Full Procurement	Per Request for Tender	11 685.50
Property Management		
Leased property management lease management fees	# of square meters of accommodation	1.00
Agency Business Systems		
Agency Business Systems ¹	Based on agency utilisation	-
Data Services		
Data Services ¹	Based on agency utilisation	-
DCDD Data Warehouse	# of FTEs per pay	6.80
Information Management		
Active Users	# of active users with access to TRM datasets	11.85
Active Records	# of active records	0.01
Freedom of Information ¹	Charged back based on budget transferred	-
Service Request	# of requests	113.65
Training	# per training	136.60
¹ Subsidiary Services Applied to all agencies.	Mail and courier services across specific agencies	8 902.65

Appendix B – Governance – audits

Internal audits and reviews

A summary of internal audits undertaken during 2024–25 is set out in the table below.

Audit/review	Objective	Outcome
Cabinet information security	Annual review of the department's Cabinet information security measures.	No matters were identified.
Value for Territory procurement	Independent audit to assess compliance with the Northern Territory's Government's Procurement Framework, including Value for Territory.	Found limited non-compliance across procurements and high compliance with procurement rules. One matter identified has been addressed.
Travel audit	To assess compliance with the NTG Travel Policy Framework, and to identify opportunities to improve internal controls and processes.	7 matters were identified and are being addressed.

Audits by the Auditor-General

A summary of external and performance management system audits undertaken by the Auditor-General during 2024–25 is set out in the table below.

Audit/review	Objective	Outcome
DCDD shared services end of year review for the year ended 30 June 2024	To review the adequacy of selected aspects of end of financial year controls over reporting, accounting and material financial transactions and balances.	One matter was identified and has been addressed.
DCDD end of year review for the year ended 30 June 2024	To assess the adequacy of selected aspects of end of financial year controls over reporting, accounting and material financial transactions and balances.	2 matters were identified. One has been addressed, and the other is being addressed.
Data Centre Services Financial Statement audit for the year ended 30 June 2024	To undertake sufficient audit procedures relating to the accounts and records of Data Centre Services.	An unmodified audit opinion was issued. One matter was identified and has been addressed.

Audit/review	Objective	Outcome
NT Fleet financial statement audit for the year ended 30 June 2024	To undertake sufficient audit procedures relating to the accounts and records of NT Fleet.	An unmodified audit opinion was issued. One matter was identified and has been addressed.
Personnel Information and Payroll System (PIPS) compliance audit for the year ended 30 June 2024	To determine if there is reasonable assurance that satisfactory internal controls in respect of the PIPS payroll and leave recording functions provided to departments.	The audit identified there are satisfactory internal controls. 3 matters were identified and are being addressed.
Data Centre physical and environmental security	To consider how DCDD has implemented physical security controls and environmental controls within NTG data centres.	No matters were identified.
Third party risk management	To consider how DCDD is performing the monitoring of third-party security where third parties are hosting or processing Northern Territory Government data on behalf of DCDD.	One matter was identified and is being addressed.
Common infrastructure for key financial systems	To understand the resilience and restoration arrangements at the government data centre.	No matters were identified.

Appendix C – Grants and sponsorships

Organisation	Purpose	\$ (GST exclusive)
Grants		
Telstra Corporation Ltd	Kakadu mobile connectivity project	1 500 000
Easyweb Digital Pty Ltd	Regional Connectivity Project – Community Wi-Fi in Central Australia	150 000
8CCC Community Radio Incorporated	Enable 8CCC to sustain its community broadcast service and operations	136 971
NBN Co Limited	Regional Connectivity Project – Community Wi-Fi in Maningrida	100 000
Sponsorships		
Charles Darwin University	IT CodeFair 2024	31 818
Australian Information Security Association (AISA) Ltd	Cyber Security Conference, DarwinSEC 2025	5 000
Department of Trade, Business and Asian Relations	October Business Month	20 000
GovHack Australia Limited	GovHack 2024 - NT Gold Sponsorship	6 818
ICT Industry Association of the NT	ICTNT 2024 Innovation Symposium	2 000
Edith Cowan University	Prize for the PECAN+ Capture the Flag Competition 2024	500
Total		1 953 107

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