



# Corporate Governance

# Corporate Governance

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Corporate governance refers to the way DEET is led and managed to achieve its strategic goals and operational objectives. It is about promoting the department as a public sector organisation that is open, transparent, accountable and which values high ethical standards. Corporate governance also provides guidance on the way we conduct ourselves when carrying out DEET business.

A *Corporate Governance Handbook* was prepared in 2002-03 to enhance the promotion and understanding of corporate governance within DEET. The handbook explains the broad principles, concepts and elements of corporate governance in the public sector and outlines the specific accountabilities and requirements in DEET.

## Annual Assessment

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In May 2005, the Executive Group agreed to self assess the state of DEET's corporate governance arrangements. This followed similar assessments in 2001, 2002, 2003 and 2004 when the checklist contained in the Australian National Audit Office 1997 publication, *Applying Principles and Practice of Corporate Governance in Budget Funded Agencies*, was used as the self assessment tool. The results from the May 2004 exercise were analysed and were presented to the Executive Group in July 2004.

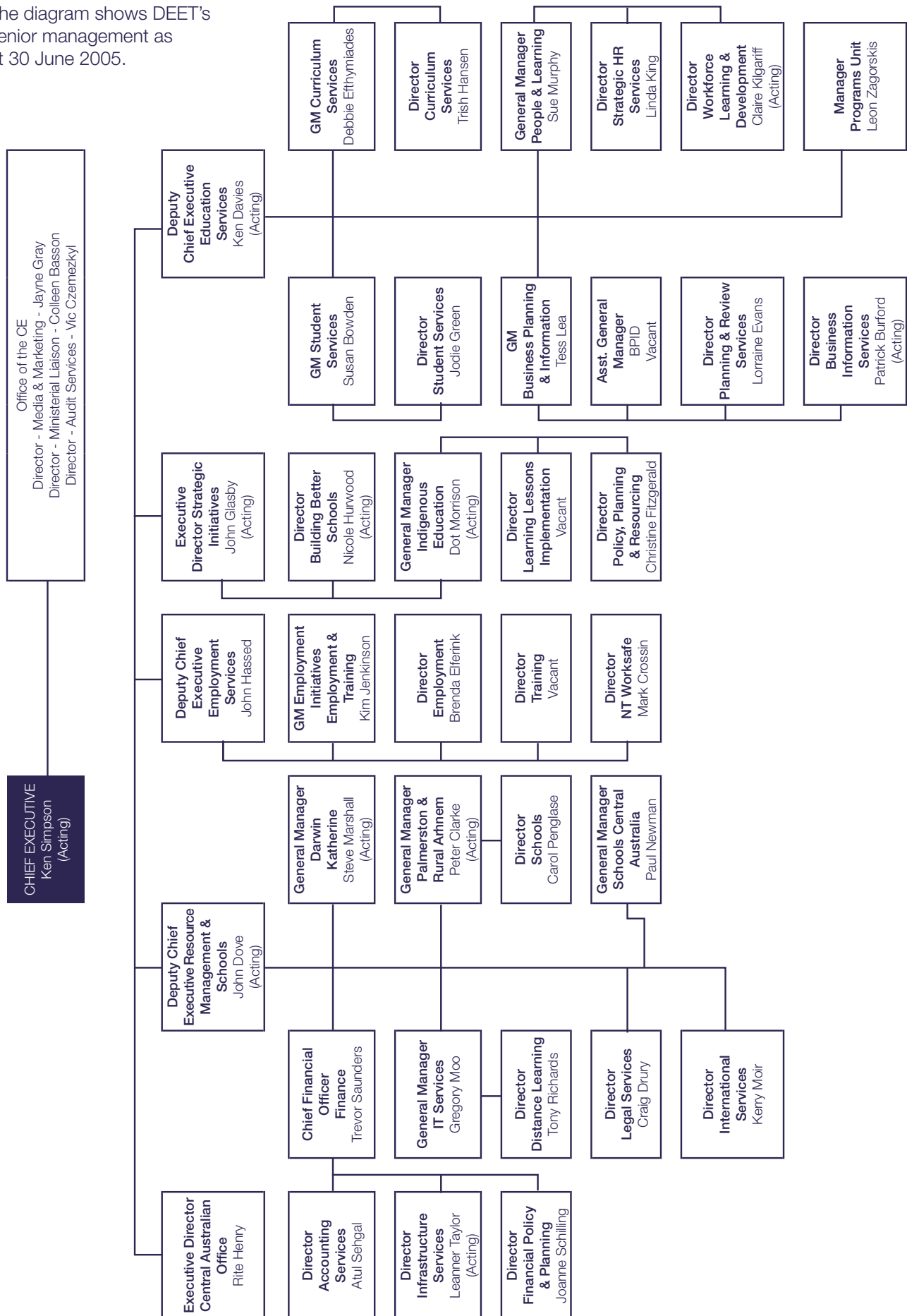
## Principles of Corporate Governance within DEET

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1. Leadership	The Chief Executive, Executive Group, directors, principals and managers provide leadership by example in articulating a coherent set of governance principles throughout DEET, and ensure that adequate checks and balances are in place. Responsibility and an understanding of the relationships between DEET and its stakeholders should be clearly articulated.
2. Integrity	All staff are expected to be honest, objective and to have a high standard of propriety and probity in the stewardship of public funds and management of DEET. Corporate governance depends on the personal standards and professionalism of all individuals in DEET.
3. Commitment	Commitment from all staff is required to effectively implement all elements of corporate governance. This includes better communication, systematic corporate management, emphasis on corporate values and ethical conduct, risk management, and quality service provision.
4. Accountability	In working towards DEET's corporate objectives, all staff are to identify their roles and responsibilities and be responsive and accountable for their actions.
5. Transparency	Transparency in decision-making processes and actions, including in consultations with stakeholders and monitoring and reporting performance, enhances accountability and good corporate governance in DEET.
6. Integration	The various elements of effective corporate governance in DEET are to be integrated into a coherent corporate approach in meeting Northern Territory Government objectives.
7. Social Responsibility	All DEET staff are committed to ethical standards and an appreciation of the social, economic and environmental impact it has on the community.

# Management Environment

The diagram shows DEET's senior management as at 30 June 2005.



# Management Environment

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## Leadership

Prime responsibility for DEET's strategic leadership and management rests with the Chief Executive and Executive Group.

The Executive Group is the department's key strategic planning and decision-making body. It determines strategic directions, key performance indicators and policies at the highest level, oversees departmental operations and manages outcomes.

Following the introduction of revised executive management arrangements on 14 February 2005, the Executive Group comprises the Chief Executive, three Deputy Chief Executives, two Executive Directors, three General Managers Schools, a General Manager Business Planning and Information, General Manager Indigenous Education, Director NT WorkSafe and the Chief Financial Officer.

The group met every three weeks during 2004-05.

Regional visits were made to Elcho Island, Tennant Creek, Jabiru, Katherine and Alice Springs in 2004-05, with the remainder of Executive Group meetings during that period being held in Darwin. Executive Group members take the opportunity to visit schools and other educational facilities during regional visits and, on occasions, to participate in community activities.

The Chief Executive chairs a teachers' forum in conjunction with each regional visit, during which he and other Executive Group members discuss current education-related issues and respond to questions and comments of participating teachers.

Departmental observers are invited to attend and participate in Executive Group meetings. In Darwin, this comprises two school principals and one director. For regional visits, three principals are invited.

Other departmental officers attend as necessary to make presentations to the Executive Group and invitations are also periodically extended to representatives from other agencies to address the group on particular issues.

## Membership

Members of the Executive Group at 30 June 2005:

Mr Peter Plummer



### Chief Executive

Peter was appointed in May 2000 as the Chief Executive of the then Department of Education. Prior to that Peter headed up Territory Health Services for three and a half years. He was previously Chief Executive of Mines and Energy after having held senior executive positions in two other economic development departments in the Northern Territory. Before coming to the Territory, Peter worked in Papua New Guinea for 16 years in the secondary and tertiary education sectors. He holds qualifications in science, management and education. Peter retired as Chief Executive on 29 June 2005.

Mr Ken Simpson



### Acting Chief Executive

Ken has been Acting Chief Executive since February 2005. He joined the then Department of Education in May 2000. Prior to that he was General Manager Finance and IT for the Department of Corporate and Information Services. Ken has also held senior positions in the Department of Health and Community Services and the former Department of Transport and Works. He has been with the Northern Territory Public Sector since arriving in the NT in 1976 as an auditor with the Australian Auditor-General's Office. He holds a Bachelor of Commerce, Post Graduate Diploma in Public Sector Senior Executive Management and is a member of the Australian Institute of Company Directors.

# Management Environment

Mr John Hassed



## Deputy Chief Executive Employment Services

John was appointed as Deputy Chief Executive responsible for Employment, Training and WorkSafe in February 2005, following a period as Assistant Secretary, Employment and Training from May 2004. Before this, he held executive positions in the Queensland Public Service, including General Manager Training Services with the Department of Employment and Training, General Manager Workforce Services with the Department of Employment, Training and Industrial Relations, and Director Workplace Relations with the Department of Training and Industrial Relations. He also held senior management positions in the Queensland Department of Education and has business and industrial relations qualifications.

Mr John Dove



## Acting Deputy Chief Executive Resource Management and Schools

John has been involved with education for 36 years. He is currently acting as Deputy Chief Executive Resource Management and Schools. He came to the Northern Territory in 1972 and, apart from three years on Christmas Island, has been here ever since. John is a former Principal of Taminmin High School and Darwin High School and has been General Manager Schools, Darwin and Katherine for the past five years. He has qualifications in science, education and the Public Sector Executive Development Program.

Mr Ken Davies



## Acting Deputy Chief Executive Education Services

Ken was appointed as Acting Deputy Chief Executive Education Services in February 2005. He has worked in the Northern Territory for the past 26 years, having started his teaching career at Papunya in 1978 as a young graduate from Western Australia. He is the former Braitling Primary School Principal and has worked as Principal in Katherine and remote Central Australian community schools. His career has also included a stint as a Regional Superintendent in Tennant Creek and Alice Springs, work in the Department of the Chief Minister and as a Ministerial Officer. He was General Manager School Services between 2002 and 2004. Ken holds a Bachelor of Education, Graduate Diploma in Public Sector Executive Management and Diploma of Teaching.

Mr John Glasby



## Acting Executive Director Strategic Initiatives

In February 2005, John was appointed Acting Executive Director Strategic Initiatives responsible for Building Better Schools, Indigenous Education and the new Palmerston Senior Secondary College. Prior to that he was General Manager Schools, Arnhem and Palmerston. He is a former Darwin High School and Katherine High School Principal. Before coming to the Northern Territory in 1984, he worked as a teacher in Tasmania and India. He has also served in the Commonwealth Public Service in both the Social Security and Defence Departments. John holds a Bachelor of Arts (Hons) and has completed the Northern Territory Public Sector Executive Development Program.

# Management Environment

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Ms Rita Henry



## Executive Director Central Australia

Rita was appointed Executive Director Central Australia late in 2004. She joined the Department of Education in 1979, starting as a teacher at Numbulwar. Rita previously worked in Queensland, New South Wales and Western Australia in various positions, including in private enterprise and the Commonwealth Public Service. After three years in Numbulwar, she taught in Darwin and Palmerston secondary schools. Rita has also worked in a range of advisory and management positions covering curriculum, professional development, policy and strategy development and review. She holds a Master of Education Degree, a Graduate Diploma in Intercultural Studies and a Graduate Certificate in Public Sector Management.

Associate Prof. Tess Lea



## General Manager Business Planning and Information

Tess was appointed General Manager Business Planning and Information in April 2005, while in a concurrent position as Director School for Social and Policy Research at Charles Darwin University. She has operated in research, evaluation, policy and management roles in both the Northern Territory and Australian Governments, focusing on health, housing and education. She holds a Bachelor of Arts (Hons 1 and PhD (Anthropology)) and has research interests as an institutional ethnographer on the gap between evidence and policy.

Ms Dorothy Morrison



## Acting General Manager Indigenous Education

Dorothy was appointed as Acting General Manager Indigenous Education in September 2004, following her time as Head of the School of Education and Humanities at the Batchelor Institute of Indigenous Tertiary Education. Dorothy has been involved in policy development, strategic planning and research, and has worked as a practitioner, administrator and manager in the post secondary sectors of higher education and vocational education and training. She has formally studied English literature, education and law and holds a Bachelor of Arts, Diploma of Continuing (Adult) Education and a Master of Education. Dorothy has also been a representative on the Northern Territory Board of Studies and the Australian Council of Deans of Education.

Mr Peter Clarke



## Acting General Manager Schools (Palmerston Rural - Arnhem)

Peter was appointed Acting General Manager Schools in February 2005. His substantive position at DEET is with the Schools Division as Principal Systemic Support North, Capability Development Unit. Peter started his teaching career in Victoria before joining the Northern Territory Teaching Service in 1976. He was a primary classroom and senior teacher in Darwin schools before becoming Principal of Umbakumba School in 1980. He was also Principal at both Angurugu Community Education Centre and Alyangula Area School before transferring to Gray Primary School in 1992. In 2003, he transferred from Gray to the Schools Division where he set up the Capability Development Unit. Peter continues to work with principals and school communities to improve student outcomes.

# Management Environment

Mr Steve Marshall



## Acting General Manager Schools (Darwin-Katherine)

Steve joined the then Northern Territory Department of Education in July 2000 after 23 years in the South Australian education system as a teacher, adviser, school counsellor and principal. Steve also acted as General Manager People and Learning during 2004. He is currently Acting General Manager Schools for the Darwin and Katherine regions and his substantive position is Principal of Nightcliff Primary School. Steve holds a Diploma of Teaching, Bachelor of Education and Graduate Diploma in Public Sector Executive Management.

Mr Paul Newman



## Acting General Manager Schools (Central Australia)

Paul was appointed General Manager Schools in October 2004 after almost 12 years experience in remote parts of the Northern Territory. He is a former Borroloola Community Education Centre Principal and also Group School Principal of the Katherine Group School. Prior to working in the Northern Territory, Paul taught in the country areas of South Australia. He holds a Bachelor of Teaching and a Post Graduate Diploma in Public Sector Executive Management.

Mr Trevor Saunders



## Chief Financial Officer

Trevor was appointed to his DEET role in May 2000 after working in senior executive positions in the Department of Primary Industry and Fisheries, Department of Industries and Development and Department of Lands and Housing. His main experience has been in financial and infrastructure management. He holds a Bachelor of Business, majoring in accounting, and postgraduate qualifications in management. He is currently completing a Masters of Public Sector Executive Management.

Mr Mark Crossin



## Director NT WorkSafe

Mark joined the Commonwealth Teaching Service in 1981 and taught at Yirrkala, Nhulunbuy and Wagaman Primary Schools. Over 14 years, he worked as an elected trade union official with the NT Trades and Labor Council, Australian Education Union and Community and Public Sector Union, and as a senior industrial advocate for the Australian Council of Trade Unions. He returned to the Northern Territory Public Sector in 1999 as a manager within the Human Resource Services Branch of the then Department of Education in the areas of Equity Programs, Teacher Staffing and Employee Relations. He became Director of NT WorkSafe in early 2002. Mark has maintained an active role in education, employment and training, arts, recreation and sporting areas throughout his 25 years in the Territory.

# Management Environment

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## Advisory boards, councils and committees

Several advisory boards, councils and committees covering the three facets of DEET - Education, Employment and Training, and NT WorkSafe - have been established under the relevant Acts of Parliament administered by DEET. They support the Minister, Chief Executive and Executive Group in building the capacity of Territorians through education, training and employment.

Reporting directly to the Minister are the:

- Northern Territory Board of Studies
- Education Advisory Council
- Non-Government School Ministerial Advisory Council
- Ministerial Advisory Board for Employment and Training
- Work Health Advisory Council
- Scheme Monitoring Committee
- Nominal Insurer
- Learning Lessons Implementation Steering Committee.

# Management Environment

Role	Members
<p>The <b>NT Board of Studies</b> consists of 16 members, including an independent chair appointed by the Minister. The board has a permanent observer from DEET and is supported by an executive officer.</p> <p>The board advises both the Minister and the Chief Executive on curriculum policy in relation to:</p> <ul style="list-style-type: none"> <li>- establishing and maintaining curriculum frameworks</li> <li>- establishing and maintaining procedures for student assessment, reporting and certification</li> <li>- monitoring, evaluating and reporting of student performances</li> <li>- improving student outcomes</li> <li>- Government policy that affects the board's functions.</li> </ul> <p>The board also cooperates and consults with prescribed authorities or bodies engaged in education and related matters.</p> <p>It is involved with the issuing of certificates in respect of educational attainments.</p> <p>It also maintains records of assessments in relation to students or former students, and can issue copies of such upon request.</p> <p>The board met four times.</p>	<p>Board members are drawn from the following interest groups or bodies:</p> <ul style="list-style-type: none"> <li>• Vacant - Chair <i>(previous Chair, Prof Greg Hill, resigned in April 2005)</i></li> <li>• Dee-Ann Vahlberg - parent of a child who attends a government school</li> <li>• Patricia Hancock - parent of a child who attends a non-government school</li> <li>• Dale Pascoe - parent of a child who attends a remote school</li> <li>• Vacant - practising teacher <i>(previous member, Leanne Rushforth, resigned in December 2004)</i></li> <li>• Nadine Williams - Australian Education Union</li> <li>• Vacant - post-school education <i>(previous member, Nicholas Richardson, resigned in December 2004)</i></li> <li>• Stephen Marshall - head teacher of a primary school</li> <li>• Joanne Earl - head teacher of a secondary school</li> <li>• Ken Davies - employee of the department administering the <i>Education Act</i></li> <li>• John Gaulke - Trades and Labor Council</li> <li>• William Griffiths - Catholic Education</li> <li>• David Cannon - Independent schools</li> <li>• Terri-Ann Maney - one of two members who represent the interests of employers</li> <li>• Kezia Purick - one of two members who represent the interests of employers</li> <li>• Josie Douglas - Indigenous people.</li> </ul>
<p>The <b>Education Advisory Council</b> provides the Minister with an independent service of broadly based community advice not available from either DEET or specialist committees. The council is supported by an executive officer.</p> <p>The council met four times.</p>	<p>The council consists of 16 members including an independent chair.</p> <p>Members of the council are drawn from the following interest groups or bodies:</p> <ul style="list-style-type: none"> <li>• Brian Devlin (Chair) - person with expertise in higher education</li> <li>• Nadine Williams - Australian Education Union</li> <li>• Peter Garrigan - NT Council of Government School Organisations</li> <li>• Ian Gumbula - Indigenous communities</li> </ul>

# Management Environment

Role	Members
	<ul style="list-style-type: none"> <li>• Khami Aughterson - migrant communities</li> <li>• John Gaulke - trade unions</li> <li>• David O'Callaghan - employer associations</li> <li>• Kath Phelan - non-government schools</li> <li>• Emma Smith - primary / secondary students</li> <li>• Bev Wilson - remote communities</li> <li>• Greg Gibbs - nominee of the Commonwealth Minister responsible for school education</li> <li>• David Maclean - teachers</li> <li>• Peter Plummer - Chief Executive or employee of the department administering the <i>Education Act</i></li> <li>• Scott Knight - additional member residing in Darwin</li> <li>• Kaye Clapin - one of two additional members residing outside Darwin</li> <li>• Wendy Troe - one of two additional members residing outside Darwin.</li> </ul>
<p>The <b>Non-Government School Ministerial Advisory Council</b> advises the Minister on matters relating to the non-government school sector, including funding and registration of non-government schools.</p> <p>Matters considered included:</p> <ul style="list-style-type: none"> <li>• planning and registration guidelines for new non-government schools</li> <li>• accountability of non-government schools</li> <li>• infrastructure issues affecting the sector.</li> </ul> <p>The council met three times.</p>	<p>Membership includes an independent chairperson and nominees from DEET, the Association of Independent Schools of the NT, Catholic Education Office and the Christian Schools Association.</p> <p>Members are:</p> <ul style="list-style-type: none"> <li>• John Cossons (Chair)</li> <li>• Kath Phelan - Association of Independent Schools of the NT</li> <li>• William Griffiths - Catholic Education Office</li> <li>• Jack Mechielsen - NT Christian Schools Association</li> <li>• Ken Davies- Department of Employment, Education and Training</li> <li>• Ken Simpson - Department of Employment, Education and Training</li> <li>• Joanne Schilling (Executive Officer) - Department of Employment, Education and Training.</li> </ul>

# Management Environment

Role	Members
<p>The <b>Ministerial Advisory Board for Employment and Training</b> acts as a conduit between the community and industry and provides the Minister with strategic advice on a range of issues, projects and programs in relation to vocational education and training, employment and training strategies and training purchasing plans.</p> <p>The board met six times.</p>	<p>Members are:</p> <ul style="list-style-type: none"><li>• Kim Ford - General Manager of CSM Group Ltd (Chair)</li><li>• Terri-Ann Maney - Chamber of Commerce Northern Territory</li><li>• Rose Wallis - Chair of the Cultural, Recreation and Tourism Training Advisory Council (resigned)</li><li>• Allan McGill - Chair of the Human Services Training Advisory Council</li><li>• Klaus Helms - Nhulunbuy regional community representative</li><li>• Roslyn Andrews - Victoria River District regional community representative</li><li>• Julie Ross - Alice Springs regional community representative</li><li>• Michelle Adams - Aboriginal and Torres Strait Islander Commission (resigned)</li><li>• Christopher Davies - Unions NT</li><li>• Mike Harrison - Vocational Education and Training practitioner</li><li>• Greg Gibbs - Australian Government Department of Education, Science and Technology</li><li>• Mike Burgess - Chief Executive, Department of Business, Industry and Resource Development</li><li>• Peter Plummer - Chief Executive, Department of Employment, Education and Training.</li></ul>

# Management Environment

Role	Members
<p>The <b>Work Health Advisory Council</b> has the role of:</p> <ul style="list-style-type: none"> <li>inquiring into and report to the Minister on matters referred to it by the Minister</li> <li>investigating and making recommendations to the Minister about any matter under the <i>Work Health Act</i> or relating to the administration of the Act</li> <li>carrying out other functions as are imposed on it by or under the <i>Work Health Act</i> or any other act.</li> </ul> <p>The council is supported by an executive officer.</p> <p>The council met three times.</p>	<p>Members are:</p> <ul style="list-style-type: none"> <li>John Hassed (Chair) - Department of Employment, Education and Training</li> <li>Mark Crossin - Director NT WorkSafe</li> <li>Daryl Cameron - Group Manager WA &amp; NT, Insurance Council of Australia</li> <li>Marcus Humphreys - Manager Workplace Relations, NT Chamber of Commerce &amp; Industry</li> <li>Dianne Yali - NT Police Association</li> <li>Bruce McDonald - Unions NT</li> <li>Dr David Meadows - President, Australian Medical Association NT</li> <li>Kezia Purick - Chief Executive Officer, NT Minerals Council Inc</li> <li>Louise Bilato - Director, NT Association of Rehabilitation Providers</li> <li>Dick Guit - Territory Construction Association</li> <li>George Roussos - Cridland Lawyers</li> <li>Cathy Spurr - Halfpennys.</li> </ul>
<p>The <b>Scheme Monitoring Committee</b> has the role of:</p> <ul style="list-style-type: none"> <li>monitoring the viability and performance of the workers' compensation scheme</li> <li>monitoring premium rates offered for workers' compensation in the Territory</li> <li>receiving submissions from persons relating to premium rates charged for workers' compensation insurance policies in the Territory or elsewhere</li> <li>monitoring and publishing data on overall underwriting results</li> <li>advising the Minister on the basis of its consideration of information obtained by it.</li> </ul> <p>The committee is supported by an executive officer.</p> <p>The committee met twice.</p>	<p>Members are:</p> <ul style="list-style-type: none"> <li>Mark Crossin (Chair) - Director NT WorkSafe</li> <li>Daryl Cameron - Group Manager WA &amp; NT, Insurance Council of Australia</li> <li>Marcus Humphreys - Manager Workplace Relations, NT Chamber of Commerce &amp; Industry</li> <li>James Burke - Australian Liquor, Hospitality &amp; Miscellaneous Workers Union</li> <li>George Roussos - Cridlands Solicitors</li> <li>Gillian Harrex - Trowbridge Deloitte</li> <li>Colin Chilcott - QBE Insurance</li> <li>Peter Wall - Allianz Australia Insurance Limited</li> <li>Geoff Anstess - Manager Rehab &amp; Comp, NT WorkSafe</li> <li>Colleen Sutherland - (Executive Officer) NT WorkSafe.</li> </ul>

# Management Environment

Role	Members
<p>The <b>Nominal Insurer</b> is established under Section 150 of the <i>Work Health Act</i>. The chairman reports annually to the Minister. As the Nominal Insurer is managing the claims affected by the HIH collapse and also collecting the levy introduced to fund those claims, the update on the HIH levy has been included in the Regulation of Occupational Health and Safety section.</p> <p>The Nominal Insurer met 12 times.</p>	<p>Members are:</p> <ul style="list-style-type: none"> <li>• Bill Roy - formerly Allianz Australia Insurance Ltd (Chair)</li> <li>• Colin Chilcott - QBE Insurance Ltd</li> <li>• John Tsouroutis - Territory Insurance Office</li> <li>• Geoff Anstess - NT Government.</li> </ul>
<p>The <b>Learning Lessons Implementation Steering Committee</b> reports directly to the Minister and is responsible for:</p> <ul style="list-style-type: none"> <li>• providing advice and recommendations to the Minister on priorities and directions for DEET in Indigenous education</li> <li>• overseeing the implementation of the Learning Lessons recommendations and the Indigenous Education Strategic Plan.</li> </ul> <p>The steering committee has 14 members of whom 11 are Indigenous.</p> <p>Secretariat support is provided by the Learning Lessons Team in the Indigenous Education Division.</p> <p>The steering committee held full meetings, which included workshops to develop a model for the new Indigenous Education Consultative Body (IECB).</p>	<p>Members are:</p> <ul style="list-style-type: none"> <li>• Co-Chair: Esther Djayhgurrnga - Principal, Gunbalanya CEC</li> <li>• Co-Chair: The Hon Bob Collins (absent due to ill health)</li> <li>• Interim Co-Chair Akarriyuwu Hill (Acting Director, Department of Community Development Sport &amp; Cultural Affairs</li> <li>• Pat Anderson - Executive Officer, Aboriginal Medical Service Alliance of the NT (AMSANT)</li> <li>• Beverley Angeles - Alice Outcomes Gap Youth Centre - Teacher</li> <li>• Carmelita Dunn - General Manager, Indigenous Education Division, DEET</li> <li>• Kilipayuwu Puruntatameri - Relief Teacher, Murrupurityyanuwu Catholic School</li> <li>• Patrick Puruntatameri - Teacher, Milikapiti School</li> <li>• David Ross - Director, Central Land Council</li> <li>• Valda Shannon - Aboriginal Health Worker, Kakadu Health Services</li> <li>• Didamain Uibo - Project Officer, DEET Indigenous Capacity Building Unit</li> <li>• Warren Williams - Vice President Yuendumu Community Council, Correctional Officer, NT Correctional Services</li> <li>• John Glasby - A/Executive Director, Strategic Initiatives</li> <li>• Susan Smith, Indigenous Group Manager DEST.</li> </ul>

# Legislative Framework

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DEET, on behalf of the Minister for Employment, Education and Training, is responsible for administering seven Acts and nine pieces of associated subordinate legislation, covering government areas relating to education, employment and training, and work health.

These include:

*Dangerous Goods Act*

Dangerous Goods Regulations

*Dangerous Goods (Road and Rail Transport) Act*

Dangerous Goods (Road and Rail Transport) Regulations

*Education Act*

Education (Board of Studies) Regulations

Education (College and School Councils) Regulations

*Northern Territory Employment and Training Act*

*Radioactive Ores and Concentrates (Packaging and Transport) Act*

Radioactive Ores and Concentrates (Packaging and Transport) Regulations

*Teacher Registration (Northern Territory) Act 2004*

Teacher Registration (Northern Territory) Regulations

*Work Health Act*

Work Health Court Rules

Work Health Regulations

Work Health (Occupational Health and Safety) Regulations

# Risk Management

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Sound corporate governance arrangements require appropriate processes and practices to be established to manage all significant risks associated with the organisation's operations and the achievement of its goals. DEET uses the Australian *Risk Management Standard* processes to conduct its Strategic Business Risk Assessments. These assessments are carried out every two years, and all departmental areas are surveyed for elements of risk, to identify where the accountability, operations and objectives of the department may be adversely affected.

**outlook** DEET incorporates risk management and assessment into its planning processes in all areas. Results from these assessments will be used to update the internal audit plan for 2004-05 and beyond. The department will also undertake a Strategic Business Risk Assessment in October-November 2005.

# Audit and Risk Management Standing Committee

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The primary objective of the Audit and Risk Management Standing Committee is to assist the Chief Executive and Executive Group to meet statutory and accountability responsibilities relating to DEET's internal control and risk management arrangements.

One of the committee's major tasks was to redefine and renew its terms of reference. A preliminary review was undertaken in December 2004. Further work was undertaken and considered by the committee at its June 2005 meeting.

The committee met on 20 September and 20 December 2004 and on 21 March and 20 June 2005.

The Auditor-General has been invited to attend all committee meetings. During the reporting period, he attended the December 2004 meeting and his representative, Ms Susan Cooper, attended the meetings indicated above.

In August 2004, DEET responded to queries from the Public Accounts Committee on matters concerning risk assessment and the links between risk assessment and DEET's strategic internal audit program.

During the reporting period, the department also responded to matters raised in the Auditor-General's November 2004 and February 2005 reports to the Legislative Assembly. These matters were originally raised with, and responded to by, the department through individual reviews and audits. These are described below.

**outlook** A number of reviews are nearly complete, including a review of Business Continuity Planning within DEET and various reviews undertaken by the Auditor-General.

# Audit and Risk Management Standing Committee

Internal Audits undertaken as part of the Internal Audit Program within the period

Audit	Audit Outcome / Recommendation Summary	Action
Post-implementation review of the Student Administration and Management System (SAMS)	The review made 10 recommendations concerning management of large software suite and contracts.	The department accepted nine of these, but rejected a recommendation concerning a 'register of good practice'. DEET regarded this as an integral part of all current planning, rather than a separate register.
Review of Complaints Handling	The overall finding is that the current system works, it is reasonably effective, it has some inefficiencies and it largely provides DEET and its clients with value for money. The consultant made a number of recommendations.	DEET's Executive Group considered these recommendations at its May 2005 meeting.
Indigenous Education Strategic Initiatives Program (IESIP) acquittal and review	An unqualified audit opinion was issued. A management issue concerning roll-over of funds was raised.	DEET raised this issue with the Commonwealth DEST as a matter of ongoing discussions about this program.

Auditor General Audits within the department

Audit	Audit Outcome / Recommendation Summary	Action
ANTA Acquittal Report (for the period ending 31 December 2003)	The Auditor-General found that: a) the 2003 acquittal statement specifies the funds spent in respect of the year ended 31 December 2003, and b) the amount spent was for the purposes for which it was allocated to the Northern Territory by the Australian National Training Authority.	Previous problems with this area had been addressed resulting in an unqualified audit.

# Audit and Risk Management Standing Committee

Audit	Audit Outcome / Recommendation Summary	Action
AVETMIS Acquittal Report (for the period ending 31 December 2003)	The Auditor-General noted: the summary revenue and expenditure information contained in the attached certified return presents fairly the revenue and expenditure for the year ended 31 December 2003, in accordance with the requirements of the Australian Vocational Education and Training Management Information Statistical Standard for Vocational Education and Training Financial Data.	Previous problems with this area had been addressed resulting in an unqualified audit.
End-of-year Compliance Audit 2003-04	The Auditor-General's report noted the agency's accounting and control procedures were found to be generally satisfactory. However, there was one issue concerning timing and finalisation of documentation for audit.	DEET has raised the matter of timing for this audit in relation to NT Treasury timings for finalisation of accounts, in order to ensure audit commences with finalised balances.
Growth Funding (Employment and Training) Acquittal	The audit was not qualified, but there was a management issue raised concerning the delays in submitting returns.	DEET has instituted a schedule of all audits and acquittals due which is now a feature of Audit and Risk Management Committee agendas.
METIS	The Auditor-General found in relation to payments made by the Department to Metis in April 2004 the department did not comply fully with the requirements of procurement policy.	Senior management of DEET became aware of the lapse of standard procedures in this instance before this audit commenced. The Chief Executive had notified the Minister of this lapse in May 2004. Since that date, DEET implemented procedures to ensure there will be compliance with procurement policy.

# Audit and Risk Management Standing Committee

Audit	Audit Outcome / Recommendation Summary	Action
Ex-gratia payments	The Auditor-General noted that the department's policies in treatment of out-of-court payments may be less than clear in the reporting of legal expenses.	The department contacted NT Treasury requesting clarification and policy concerning the treatment of these amounts.
Fraud control across agencies	The audit identified an inconsistent approach between the selected agencies to the adoption of fraud control arrangements from no fraud control arrangements at some agencies to detailed arrangements consistent with the Commonwealth Government Fraud Control Guidelines at one agency.	DEET reviewed the DCIS fraud prevention and control policies and incorporate relevant areas and material into its publications, including the Schools Management Handbook, the Corporate Governance Handbook and the Accounting and Property Manual.
Jabiru Area School Indigenous Heritage Education Project Acquittal	The Auditor-General issued an unqualified audit opinion with two management issues. These concerned matters involving staffing for the project, and scheduling of the audit.	Since the start of the project, DEET has implemented changes in procedures to ensure that scheduling of audits is in compliance with agreements, and that staff working on projects are accurately costed against those projects.
Executive Contract Officers' Performance Measurement across agencies	The Auditor-General found: <i>Assessment satisfactorily completed and no issues were raised during the course of the audit.</i>	Noted by Audit and Risk Management Committee.

# Improving Communications Across DEET

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Effective internal communications are important to DEET. Listed below are some initiatives that enhance communication within the department, including obtaining feedback about our directions.

## Voice of DEET

Voice of DEET was launched in April 2004 as a means of identifying where significant improvements needed to be made within the department. Feedback from group sessions held across the Territory became an integral part of the future planning of the department. As a result, areas considered to be progressing well and key areas considered in need of improvement were identified. A range of initiatives have been put into place to address these issues over the past 12 months.

Focus sessions were held again in 2005 in Darwin, Alice Springs, Tennant Creek, Katherine and Nhulunbuy. More than 200 staff from across DEET participated in 26 facilitated sessions. Feedback from Voice of DEET 2005 reflected the view that progress had been made in all the areas identified as needing improvement in 2004. It also underlined areas where participants believe further improvement is needed.

## From the CE to You website

This website, launched in April 2004, serves as an ongoing communication link from the Chief Executive to all DEET staff and is updated every two weeks. The site features a CE's column highlighting DEET initiatives and achievements, newsroom highlights which list topical DEET news articles and a CE Congratulations section, where staff are nominated by their peers for success in the workplace and congratulated by the CE.

## inFORM newspaper

*inFORM* is a 16-page departmental newspaper produced six times throughout the school year and features articles from the business areas of Education, Employment and Training and NT WorkSafe. Articles cover DEET initiatives and success stories as well as school, stakeholder and individual achievements. Contributions by staff are encouraged. More than 3000 copies of each edition are printed, with copies circulated throughout schools, DEET corporate offices, stakeholder groups and other government agencies.

## Staff e-News

*Staff e-News*, launched in June 2005, is an electronic newsletter distributed weekly to all DEET staff via email. *Staff e-News* comprises a noticeboard of information about staff milestones and achievements, and an update that points to new resources on the DEET Staff website.

## CE Breakfast / CE Lunch

CE Breakfast and CE Lunch sessions were launched in mid-2004, opening direct communication channels between the Chief Executive and junior corporate staff and (separately) principals. Groups of eight junior staff are invited to breakfast with the Chief Executive and six principals are invited to lunch. The meetings, held regularly throughout the year, provide both a forum for open discussion and an opportunity to share information between the CE and invitees.

# Improving Communications across DEET

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## Internet / Staff Website

The department's internet and staff websites serve as both current information sources and as communication tools. They provide updates on departmental activities, strategic direction, policy and procedure, DEET news stories, professional learning, training opportunities and important messages about departmental initiatives.

A redevelopment of DEET's internal and external websites began in 2004. The new DEET website was launched in December 2004 and the new staff site in May 2005. The staff site is accessible by all DEET staff with school-based staff able to access the site after hours and remotely.

## Cluster Capers

*Cluster Capers*, a newsletter for principals and other school staff, is published eight times throughout the school year. It contains an editorial from one of the three general managers schools, a report from each school cluster, information that needs to be disseminated to school staff, recent and forthcoming changes to principals' positions and important dates for the following weeks. The newsletter is emailed to senior office-based staff and placed on the schools portal of the LATIS website for staff in schools.

## DEET Directory

The DEET Directory is a web-based information source providing contact details for organisations and individuals associated with DEET. It is available to DEET work units via the corporate network and to government schools via the school portal at <http://www.directory.deet.nt.gov.au>

# Communications with Clients and Stakeholders

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Improved employment, education, training and safety outcomes require strong and positive relationships with a wide range of stakeholders, including structures and organisations within or closely related to DEET. Mechanisms and strategies established to assist the department to achieve this are listed below.

## Clusters

A cluster is a self-managing, cross-school sector grouping of schools based on geographic proximity. The cluster model was designed as a supportive network of schools and a means of communication and interaction between schools and non-schools sectors. It encourages schools to work together on cooperative planning exercises and develop common policies and procedures to optimise the use of resources.

## Portfolio Principals

A portfolio principal is selected from within a cluster and aligned with one of the divisions or branches. Each cluster has seven portfolio principals. The purpose is threefold:

- clusters have a formal channel, through the portfolio principal, for raising system-level concerns with general managers and directors
- directors or general managers have a formalised means of consulting with schools whenever operational or policy changes are being considered in their area
- principals develop an improved understanding of operational parameters and have input into the decision-making processes of the department.

# Communications with Clients and Stakeholders

Cluster General Manager	Darwin City Steve Marshall	Rivers Steve Marshall	Northern Suburbs Steve Marshall	Arnhem Peter Clarke	Palmerston & Rural Peter Clarke	Desert Oaks Paul Newman	Central Storm Paul Newman
<b>Executive Member</b>	Ken Simpson	Tess Lea	Ken Davies	Trevor Saunders	John Hassed	Rita Henry	Rita Henry
<b>Business Planning &amp; Information</b> Tess Lea	Nora Lewis NT Music School	George Hewitson Kalkaringi CEC	Michele Cody Wagaman PS	Maurice Higgins Angurugu CEC	Dorothy Morrison	John Glasby	Mark Crossin
<b>Curriculum Services</b> Debbie Efthymiades	Sharon Reeves Alawa PS	Jo Earl Katherine HS	Maree Garrigan Anula PS	Kerry Oliver Nhulunbuy HS (Christine Birrkinbirkin Gapuwiyak CEC)	Tony Otway Bathelor Area School (Sue Beynon Gray PS)	Michael Harries Ntaria	John Cooper Anzac Hill HS
<b>Employment &amp; Training</b> Kim Jenkinson	Marion Guppy Darwin HS	Rena Tito Ngukurr CEC	Denise Wilkowski Sanderson HS	John Tate Milingimbi CEC	Kim Rowe Taminmin HS (Chris Dias Palmerston HS)	Peter Vaughan Alice Springs HS	Meg Iles Tennant Creek HS
<b>Financial Services</b> Trevor Saunders	Jo Wynn Larrakeyah PS	Randall Cook Casuarina Street School	Henry Gray Leanyer PS	Gerry McKeown Alyangula Area School	Maree Bredhauer Girraween PS	Peter Achurch Utopial	Ursula Balfour Sadadeen PS
<b>Indigenous Education</b> Dot Morrison	Paul Atkinson Nightcliff HS	Neil Gibson Minyerri School	Jenny Robinson Wanguri PS	Gai Wright Maningrida CEC	Leonie Jones Top End GS (Greg Jarvis Moulden PS)	Paul Unsworth Yuendumu CEC (Michael Harries Ntaria School)	Dominique Castle Alice Springs School of Languages
<b>IT Services</b> Greg Moo	Bernie Bree Stuart Park	Jen Coad Katherine SOA	Steve Sjoberg Casuarina Senior College	Leigh Mullin Numbulwar CEC (Ric Brown Yirrkala Homelands)	Peter Collins Durack PS (Rob Presswell Driver PS)	Stewart Moyses Larapinta PS	Jack Favilla Tennant Creek PS
<b>People &amp; Learning</b> Sue Murphy	Michael Myers Parap PS (Helen Southam Moi PS)	Pamela Hepburn Katherine South PS	Ron Abbott Manunda Tce PS	Peter Moore Shepherdson CEC (Nalwarri Ngururwutthun Yirrkala CEC)	Mary McClure Howard Springs PS (Sheila Delahay Berry Springs PS)	Sue Crowe Braitling	Judy Cotton Borroloola CEC
<b>Schools</b> Peter Clarke, John Dove, Paul Newman	Steve Marshall Nightcliff PS	Pam Hepburn Katherine South PS	Barry Griffin Nakara PS Lyn Elphinstone Dripstone HS	Peter Moore Shepherdson CEC (Stephen Peizzo Nhulunbuy PS)	Maureen Devine Woodroffe PS (Lisa Coon Don Dale Educ Unit)	Steve Bobos Bradshaw PS	Annette Jamieson Centralian Senior Secondary College
<b>Student Services</b> Sue Bowden	Pam Young Nemarluk School	Sandi McCue MacFarlane PS	Michael Jones Henbury School Bill Armstrong Wulagi PS	Stephen Peizzo Nhulunbuy PS	June Wessels Bakewell PS (Ken Brodie Bees Creek PS)	John Morgan Gillen PS	Alan Remfrey Acacia Hill School

SOA = School of the Air

PS = Primary School

NTOEC = NT Open Education Centre

HS = High School

GS = Group School

CEC = Community Education Centre

Abbreviations: CEC = Community Education Centre

# Communications with Clients and Stakeholders

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## Group School Principals

Group principals manage a group of small schools in their region. Each of the six groups have financial and administrative support, including an assistant principal based in a central location. The teaching principals now have far less administrative paperwork, particularly in the financial area, with these tasks mainly handled by the group school. Group school principals have developed a strong supporting network of schools that allow teaching principals to concentrate on their professional teaching tasks.

## School Councils

An effective working relationship between parents and schools is a critical factor in the educational performance of students. The school council is a body corporate with members elected by the school community under an approved constitution. It assumes relevant functions conferred on it under the *Education Act* or the Education (College and School Councils) Regulations, including the management of the school's annual financial budget. These councils represent the aspirations of parents in that community and Territory schools work very closely with their school councils in developing Action Plans for School Improvement.

## Training Advisory Councils

The Territory's Training Advisory Councils (TACs) are important vehicles for industry participation in, and support for, training. Their role includes provision of advice on training matters to government, industry and the wider community. The Northern Territory has six TACs and each has a board that consists of representatives from peak industry bodies, enterprises, employee associations, and in some cases relevant government agencies. Operational support funding is provided through the Employment and Training Division.

## Construction Industry Forum

A construction industry forum has been established to discuss issues in regard to the construction industry. Members of this group meet with various subgroups of the industry, eg scaffolders and master plumbers. This group also provides input into the National Construction Working Group sponsored by the National Occupational Health and Safety Commission.

## Community Engagement

The Department of Employment, Education and Training (DEET) is committed to providing real opportunities for communities to participate in determining solutions and informing policy. DEET's Community Engagement Charter promotes community engagement as part of our way of doing business, enabling us to make informed decisions, develop effective policies, deliver high quality education and training programs and provide opportunities for Territorians to contribute to DEET programs. A copy of the charter has been distributed to each school and business areas for implementation where appropriate.

Principles of the charter have already proven highly successful in recent initiatives such as Building Better Schools. Evidence of this includes the consultancy company Socom's recent success in winning the prestigious International Public Relations Association (IPRA) award for Excellence in Communication by Governments for its 'Voice in our Future' community consultation program - part of the NT Government's secondary education review.

## Information Act

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The DEET Freedom of Information and Privacy Unit continues to assist the department to work towards compliance with the *Information Act*. In 2004-05, DEET dealt with seven applications for access to government information, and 18 applications for access to personal information.