ANNUAL REPORT 2025–26



NORTHERN TERRITORY GOVERNMENT

ATTORNEY-GENERAL'S DEPARTMENT

At the centre of everything we do is a commitment to a safe, fair and just Territory.

Acknowledgements

The Attorney-General's Department (AGD) respectfully acknowledges Aboriginal and Torres Strait Islander people as the first peoples of this country, and as the traditional owners and custodians of the land and waters on which we live and work.

We acknowledge their strength and resilience in sustaining the world's oldest living cultures, through great adversity. We also recognise that engaging with Aboriginal Territorians to understand and integrate Aboriginal culture and authority in the justice system is integral to developing meaningful and effective justice responses and outcomes for Aboriginal Territorians.

Please be aware that this report may contain the names or images of Aboriginal people who have died.

Cover page artwork
Yiwarra Jukurrpa (Milky Way Dreaming) mosaic, based on the original painting by Warlpiri artist Norah Napaljarri Nelson, fabricated and installed by Melbourne Mural Studio.

Letter to the Minister

Dear Minister

I am pleased to submit to you the 2025–26 Annual Report for the Attorney-General's Department in accordance with section 28 of the *Public Sector Employment and Management Act 1993*, section 12 of the *Financial Management Act 1995* and section 131 of the *Information Act 2002*.

Pursuant to my obligations under section 24 of the *Public Sector Employment and Management Act 1993*, section 13 of the *Financial Management Act 1995*, section 131 of the *Information Act 2002* and in accordance with Treasurer's Direction R2.1, I advise that to the best of my knowledge and belief:

1. proper records of all transactions affecting the department are kept and that employees under the department's control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
2. procedures within the department afford proper internal control and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
3. no indication of malpractice, major breach of legislation, major error in or omission from the accounts and records exists
4. in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the department is adequate and the results of internal audits have been reported to the accountable officer
5. the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
6. all Employment Instructions issued by the Commissioner for Public Employment have been satisfied, and
7. the department is working in compliance with part 9 of the *Information Act 2002*.

Yours sincerely,

Leonique Swart
Chief Executive Officer
28 September 2026

Contents

Letter to the Minister 3

01. OUR REPORT 6
About this report 9
Legislative requirements 9
Message from our CEO 10

02. OUR DEPARTMENT 12
Our purpose 15
Our key responsibilities 16
Our strategic focus 17
Our vision 17
Our approach 18
Our values 19
Our structure 20
Our leadership 21
Our divisions 22

03. OUR PERFORMANCE 24
Performance against our strategic plan 27
Improving the System 27
Strengthening the system 31
Boosting our resilience 35
Our strategic focus for the year ahead 40
Performance against NT Budget Paper No.3 42
Performance against regulatory approval timeframes 51

04. OUR PEOPLE 52
Our workforce profile 55
Our workforce across our output groups 56
Our workforce across the regions 58
Our workforce designations 60
Public Sector Principles 61
People Matter Survey 2025 62
Developing our people 64
Awards, achievements and milestones 66

05. OUR CORPORATE GOVERNANCE 68
Corporate governance framework 71
Legislation administered 72
Leadership and committee oversight 72
Risk, compliance and assurance 74
Information management 76
Work health, safety and wellbeing 78
Emergency management 80

06. OUR FINANCIAL PERFORMANCE 82
Financial highlights 85
Operating performance 86
Operating income 87
Operating expenses 89
Grant funding 90
Certification of the financial statements 92
Comprehensive operating statement 93

07. APPENDICES 130
1: Legislation Administered 131
2: Statutory boards and bodies 136
3: Information held by the Attorney-General's Department 139
4: Construction Contracts 142
Glossary 143



We bring together policy, law and partnerships to deliver practical outcomes for the community

01

OUR REPORT

About this report 9

Legislative requirements 9

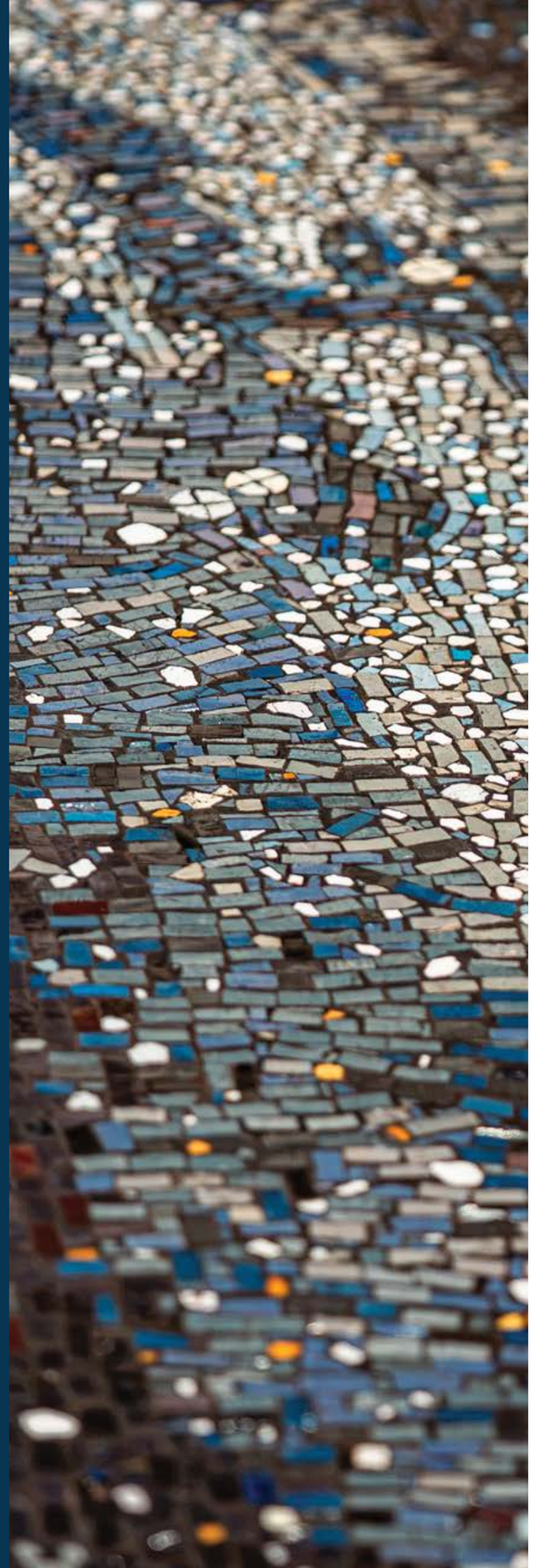
Message from the CEO 10

01

Our Report

The Attorney-General's Department Annual Report summarises our activities for 2025–26, our achievements and performance against our strategic priorities and Budget Paper No. 3.

It showcases our people and our work.



About this report

This report is a summary of the Attorney-General's Department's activities during the 2025–26 financial year. It summarises our achievements against Budget Paper No. 3 and the department's strategic priorities.

You can read this report to find information about the department's:

- organisational structure, key responsibilities and strategic objectives
- significant initiatives, achievements and outcomes against our strategic goals
- financial performance and achievements against budget indicators
- legislation administered
- workforce profile including employee numbers, designations, training and staff development programs and work health and safety programs
- performance against public sector principles
- details of our governance arrangements and internal controls
- types of information held by the department and how to request access to that information.

The report is published online at **agd.nt.gov.au/attorney-general-and-justice/justice-publications/annual-reports**

Alternative document formats are available upon request from the department.



Legislative requirements

The report has been prepared to meet the requirements of:

- Section 28 of the *Public Sector Employment and Management Act 1993 (PSEMA)*
- Section 12 of the *Financial Management Act 1995*
- Section 11 and 131 of the *Information Act 2002*.

Message from the CEO



2025–26 was a significant year for the Attorney-General's Department, marked by major reform, strong delivery and extraordinary challenges. We focused on improving how the justice system operates as a whole by reducing delays, strengthening community safety, and ensuring services remain fair, accessible and responsive for Territorians.

The department played a central role in developing the Northern Territory Crime Reduction Strategy and continues to lead and coordinate its implementation across government through practical reforms and collaborative action. Guided by this framework, and the government's priorities of rebuilding the economy and restoring the Territory lifestyle, we remain focused on delivering safer communities, a stronger justice system and better outcomes for Territorians.

Across the department, we made strong progress against the priorities outlined in the AGD Strategic Plan 2025–2029. In partnership with the departments of Corporate and Digital Development, Treasury and Finance, and Logistics and Infrastructure, we successfully delivered eConveyancing, which launched in August 2025. We also supported the Government's legislative agenda, strengthened services for victims of crime, implemented long-term legal assistance funding arrangements under the National Access to Justice Partnership, and the TIG-ER early resolution team continued work to improve the efficiency and effectiveness of the justice system. Initiatives such as NT WorkSafe Fast Track Approval reforms reduced regulatory burden for businesses while maintaining strong safety standards.

One of the things I value most about AGD is the extraordinary breadth of our work. Every day, our people support victims, operate courts, provide legal advice to government, develop legislation, facilitate important transactions and life events, protect consumers, regulate industries and promote safer workplaces.

The achievements of our people were recognised through 4 finalist projects in the 2025 Chief Minister's Awards and 2 individual Chief Minister's Award medallists, making this our most successful year to date.

Like many Territorians, our people experienced significant challenges throughout the year. Cyclone Fina and major flooding affected communities across the Territory, including many of our employees and their families. Despite these challenges, our people continued to deliver essential services with professionalism, resilience and care.

I would particularly like to acknowledge our teams in Katherine and Alice Springs, who demonstrated remarkable dedication in maintaining department operations during these difficult periods. I also thank the employees who volunteered to assist communities impacted by flooding. Their willingness to support others exemplified the spirit of being a public servant and reflected the values that underpin our department. Through their actions, our people demonstrated a deep commitment to the communities we serve.

This year, our People Matter Survey achieved its highest-ever participation rate, with 79% of employees sharing their views and experiences. Results improved across almost every category, including employee engagement, integrity and accountability, values alignment, and health and wellbeing.

> I'm proud of what we have achieved together this year and excited about what lies ahead. We have great people, important work underway and a strong opportunity to keep improving outcomes for Territorians.

One result stood out in particular: 96% of responding employees said they see the work they do as important and believe they are contributing to AGD's vision. To me, this reflects a workforce that understands its purpose, believes in what it does and is committed to serving Territorians.

The survey also provides a clear picture of where we need to continue improving, particularly in relation to workload and wellbeing. The Executive Leadership Team, supported by the People and Culture Committee, is acting on this feedback through our Workforce Strategy, Mental Health and Wellbeing Strategy, enhanced performance and development practices, and stronger employee engagement across the department. We also undertook a focused review of internal processes and identified both short-term and long-term opportunities to reduce red tape, modernise our practices and help our people work smarter.

This year also brought a number of changes across our senior leadership team. We farewelled the former Chief Executive Officer Gemma Lake PSM and the former Director of Public Prosecutions Lloyd Babb SC and acknowledged their significant contributions to the department and the Northern Territory. We welcomed Patrick Williams as Acting Director of Public Prosecutions, Grant Hastie as Executive Director, NT WorkSafe, and Thomas Winter as Executive Director, Legal Services. I also wish to acknowledge and thank Erin McAuley for stepping into the Acting Deputy Chief Executive Officer role and helping maintain continuity during this period of transition.

We have a strong and experienced leadership team, a clear direction and, most importantly, capable people across the department who care deeply about the work they do. This places us in a strong position for the year ahead.

I thank our partners, service providers and stakeholders for their contribution throughout the year. Most of all, I thank our employees. I am proud of what we have achieved together and of the way our people have supported one another while continuing to deliver for Territorians.

There is much to look forward to as we build on this year's achievements and continue shaping the future of the department. We have important reforms underway, opportunities to modernise the way we work and deliver services, and a strong foundation from which to continue improving outcomes for Territorians while supporting our people. I am confident that, together, we will continue to make a positive difference for the communities we serve.

Leonique Swart
Chief Executive Officer
Attorney-General's Department

02

OUR DEPARTMENT

Our purpose 15
Our key responsibilities 16
Our strategic focus 17
Our vision 17
Our approach 18
Our values 19
Our structure 20
Our leadership 21
Our divisions 22

02

Our Department

The Attorney-General's Department was established by the NT Government on 10 September 2024. The department was formed to consolidate and streamline key government functions related to justice, victims, worker safety and several independent statutory functions.

Recognising the importance of establishing a clear direction for the reformed department, AGD launched its Strategic Plan 2025–29 in June 2025. The plan articulates the department's vision, purpose and approach to its work, and sets out the strategic goals that will guide decision-making, resource allocation and service delivery over the medium term.



> We exist to strengthen community safety, enhance access to justice and uphold the rule of law

Our purpose

We exist to support community safety, enhance access to justice and uphold the rule of law.

Support Community Safety

We support a safe, stable and inclusive community. We do this by protecting individual, worker and consumer rights, reducing crime, supporting victims and fostering trust in the justice system.

Enhance Access to Justice

We ensure all Territorians have equal and fair access to the justice system. We do this by providing legal and policy support, protecting the vulnerable and through support to the courts and administration of the justice system.

Uphold the Rule of Law

We strive to uphold, protect, and promote the rule of law. This includes maintaining a fair and impartial justice system, providing trusted and courageous advice and supporting government to make strong laws.



Delivering services across the regions.

Enhancing access to justice through circuit courts

For many Territorians living in regional and remote communities, accessing court services can involve significant travel, time and cost.

Circuit courts reduce these barriers by bringing court services directly to communities across the Northern Territory. In 2025–26, circuit courts operated across 36 communities, supporting the progression of 2,281 matters in locations without permanent court facilities.

Holding court within communities also allows local residents to see the justice system in action. This makes justice more visible and accessible, rather than something that takes place far away from the people and communities it serves.

Delivering each circuit requires close coordination between judicial officers, court staff, prosecutors, defence representatives, police, interpreters and support services. Together, these teams establish temporary courts and enable matters to proceed closer to where people live.

This supports the timely progression and resolution of matters, while reducing the need for accused people, witnesses and others involved in proceedings to travel significant distances to attend court.

By bringing the court to the community, circuit courts improve access, strengthen local connection to the justice system and help ensure all Territorians can see and experience justice in action, regardless of where they live.

Our key responsibilities

Our key responsibilities include:

- Strategic justice policy, legislative reform and advice
- Effective courts and tribunal administration, and delivery of mediation and complaint resolution services
- Legal services and representation for government
- Worker safety, consumer protection and registration services
- Support for independent offices and commissions
- Funding and support for community legal services
- Victim support and crime victim payments
- Advocacy, guardianship, trusts and estates
- Public prosecutions and witness assistance

Our strategic focus

Our strategic plan and priorities to 2029 focus on initiatives that respond to immediate demand pressures while also looking for ways to address the root causes of crime. We also recognise that achieving these priorities depends on supporting our workforce to meet the challenges of this demanding environment.

Our vision

Our vision is a safe Territory, supported by an accessible and fair justice system.

Our strategic goals
Our strategic goals consider our current operational challenges and focus on opportunities that will have the greatest impact to the community we serve and our workforce delivering critical frontline services. These goals are connected and cannot be worked on in isolation. Success in one area will boost successes in other areas.

GOAL 1: IMPROVING THE SYSTEM

We will focus on initiatives to ensure an efficient and effective justice system that enhances access to justice and meets demand for the department's services.

Our focus

- 1.1 Reduce time to justice through early resolution of cases
- 1.2 Streamline policy and practice to support swift justice
- 1.3 Advance efforts to address our need for improved infrastructure and technology
- 1.4 Progress law reform
- 1.5 Support our service providers in the valued work they perform

GOAL 2: STRENGTHENING THE SYSTEM

We will work with communities and key partners to tackle the root causes of crime which in turn will reduce pressure on the justice system and support safe communities.

Our focus

- 2.1 Foster collaboration with key partners to reduce crime
- 2.2 Support victims and enhance community justice outcomes
- 2.3 Protect individual rights through education and advocacy
- 2.4 Empower communities to be accountable

GOAL 3: BOOSTING OUR RESILIENCE

We will improve the way we work to increase employee wellbeing, capacity and organisational impact.

Our focus

- 3.1 Support a positive culture for the health and wellbeing of our employees
- 3.2 Ensure we have the right people to respond to the department's current and emerging needs
- 3.3 Grow our capability and performance
- 3.4 Improve connections within the department for greater impact

> We recognise that communities are safe and stable when Territorians have their rights protected and have trust in, and equal access to, the justice system.

Our approach

We take great pride in caring not only about what we do and the outcomes we achieve, but also in our approach in undertaking our work.

We achieve our goals using a combination of committed service delivery, courageous advice, legal services and representation, policy and legislative solutions and strategic partnerships.

Committed Service Delivery
We are committed to deliver our core and frontline services across the Territory with the resources available to support the community we serve.

Quality Legal Services and Representation
We provide legal services to government entities and act as the model litigant. We offer independent prosecution services, supporting victims and the vulnerable.

Courageous Advice
We are experts in legal policy and justice frameworks. We support the Attorney-General and NT Government entities with courageous, timely, and evidence-based advice.

Targeted Policy and Legislative Solutions
We conduct analysis, consultation and research to develop policy solutions and to change laws to advance a fair and just Territory.

Strategic Partnerships
We develop effective and strong partnerships for improved outcomes across the whole justice continuum. We respect the independence of the Courts and the statutory office holders we support.

Quality legal services and representation in action

Providing high-quality legal advice and representation is central to AGD's role in supporting government and serving Territorians. In 2025–26, the Solicitor for the Northern Territory (SFNT) supported the execution of a 70-year Indigenous Land Use Agreement for the SunCable project. This complex work required legal expertise, collaboration and careful negotiation across multiple stakeholders, helping to progress a significant Territory project while supporting sound decision-making and effective government outcomes. The work of the SFNT assisted the government in its priority to rebuild the Territory economy. The success of this project will not only play a part in rebuilding the Territory economy, but will also unlock regional growth.



Signing ceremony for the SunCable Indigenous Land Use Agreement

Our values

Our work is guided by the NT public sector values and the additional value of being courageous in our approach to the work we do.

Courage
We are trusted advisors and provide expert, frank and fearless advice and take action to protect rights and ensure fair access to justice for all Territorians.

Impartiality
We are apolitical and provide the Government with advice that is objective, timely and based on the best available evidence.

Commitment to Service
We are professional, hardworking, effective, innovative and efficient, working collaboratively to achieve the best results for the Northern Territory.

Ethical Practice
We uphold the highest standards of practice and act with integrity in all that we do.

Accountability
We are transparent and accountable in all our actions.

Respect
We respect all people, and in particular their rights as individuals.

Diversity
We value the diversity of our workforce, as well as the Northern Territory population we serve.

Our structure

The Attorney-General, the Hon Marie-Clare Boothby MLA has responsibility for the Attorney-General's Department.

Our current organisational structure as at 30 June 2026.

Over the reporting period the Independent Office of the Health and Community Services Complaint Commissioner and employees were transferred into the Office of the Integrity and Ethics Commissioner effective from 1 June 2026.





A/DEPUTY CEO, *Erin McAuley*



LEGAL SERVICES
Executive Director,
Thomas Winter

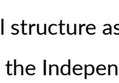
- SFNT: Litigation
- SFNT: Commercial
- Legal and Policy Coordination
- Crime Victims Services Unit



JUSTICE SERVICES
Executive Director,
Chris Cox PSM

- Higher Courts
- Lower Courts
- Tribunals
- Parole Board
- Liquor Commission

- Community Justice Centre
- Lands Title Office
- Births, Deaths and Marriages



BUSINESS & ENABLING SERVICES
Senior Director,
Brett Roach

- Finance and Budgets
- Business Services
- Workforce Governance



STRATEGIC POLICY COORDINATION
Executive Director,
Janet Hanigan

- Strategic Policy
- Aboriginal Justice Unit
- Legislation and Legal Policy
- Secretariat
- Criminal Justice Research Evaluation & Statistics
- Communication & Engagement*

STRATEGY & PERFORMANCE

STRATEGY & PERFORMANCE
Senior Director,
Sarah McMaster

- Audit, Risk, Integrity
- Performance Reporting



DIRECTOR OF PUBLIC PROSECUTIONS

PROSECUTION SERVICES
A/Director DPP,
Patrick Williams

- Crown Prosecutions
- Summary Prosecutions
- Witness Assistance Services

NT WORKSAFE

NT WORKSAFE
Executive Director,
Grant Hastie

INDEPENDENT OFFICES

NT CONSUMER AFFAIRS
Commissioner,
Traci Keys

PUBLIC GUARDIAN & TRUSTEE
PG/PT, ***Beth Walker***

ANTI-DISCRIMINATION COMMISSION
Commissioner,
Jeswynn Yogaratnam

CHILDREN'S COMMISSIONER
Commissioner,
Shahleena Musk

Direct reporting line within AGD

Independent / Statutory Office – AGD provides corporate and budget assistance

* DoC team providing shared services to AGD

Our leadership

Executive Leadership Team



From left to right: Chris Cox, Sarah McMaster, Thomas Winter, Leonique Swart, Janet Hanigan, Erin McAuley, Patrick Williams, Brett Roach.Absent: Grant Hastie

Our divisions

Office of the CEO
Provides executive support to the CEO and Deputy CEO and oversees the Department Liaison Officer.

Legal Services
Provides high-quality legal services to government through the Solicitor for the Northern Territory and supports victims through the Crime Victims Services Unit.

Justice Services
Supports the courts and tribunals and delivers key public services including the Community Justice Centre, Land Titles Office, Births, Deaths and Marriages, and supports the Liquor Commission and Parole Board.

Strategic Policy Coordination
Coordinates strategic justice policy and reform, including legislation and legal policy, Aboriginal justice, and criminal justice research, evaluation and statistics.

Business and Enabling Services
Provides corporate support services that help frontline teams deliver — including finance and business services, workforce governance, and enabling functions.

Strategy and Performance
Monitors and drives organisational performance and provides assurance through audit, risk and integrity functions.

Director of Public Prosecutions
The Director of Public Prosecutions (DPP) is an independent statutory office responsible for the prosecution of criminal offences in the Northern Territory. It conducts prosecutions on behalf of the community and works to ensure that justice is administered fairly, impartially and in accordance with the law.

NT WorkSafe
Supports safer workplaces through regulation, education, and legislative reform across relevant safety and compensation frameworks.

Independent Offices
AGD has 4 independent offices who provide services that protect rights and support fairness across the community, including statutory office holders supported by AGD for administration. They include the Children's Commissioner, the Anti-Discrimination Commissioner, the Public Guardian and Trustee, and the Consumer Affairs Commissioner.

03 OUR PERFORMANCE

Performance against our strategic plan 27

Improving the System 27

Strengthening the system 31

Boosting our resilience 35

Our strategic focus for the year ahead 40

Performance against NT Budget Paper No.3 42

Performance against regulatory approval timeframes 51

03

Our performance

The Attorney-General's Department plays a vital role in supporting a safe, fair and just Territory, contributing to efforts to reduce crime and strengthen community safety.

In 2025–26, we focused on delivering the first year of our Strategic Plan 2025–2029, with an intentional focus on relieving pressure across the justice system, supporting earlier resolution of matters, addressing employee wellbeing and workload pressures, reducing red tape, and delivering high-impact initiatives that benefit Territorians.

This work supports the government's strategic priorities of reducing crime, rebuilding the economy and restoring the Territory lifestyle.

This section outlines our performance in 2025–26 against the Strategic Plan and the outputs set out in Budget Paper No. 3.



Performance against our strategic plan

Goal 01: Improving the System

We will focus on initiatives to ensure an efficient and effective justice system that enhances access to justice and meets demand for the department's services.

KEY SUCCESS MEASURES

HEADLINE MEASURE

INCREASE CASE FINALISATION RATES[1] (LOCAL COURT)

BASELINE	2025-26	VARIANCE
71%	72%	1% increase

Supporting measures

Reduction in average time spent of remand[1] (Local Court)			Reduction in the number of criminal listings[1] (Local Court)		
Baseline	**2025–26**	**Variance**	**Baseline**	**2025–26**	**Variance**
110 days	95 days	15 days reduction	118,000	110,944	6.0% reduction (-7,056)

[1] Improvements across all 3 success measures are attributable in part to the court efficiency initiatives described below and to additional funding provided to the Local Court and DPP in 2024–25 that supported these measures.

The success measures for Goal 1 reflect the department's focus on improving the efficiency and effectiveness of the justice system, particularly through improved case progression and reduced delays. During 2025–26, the department also progressed broader reforms to improve the accessibility, responsiveness and effectiveness of services across the justice system.

The following examples highlight some of the practical initiatives delivered during the year to streamline processes, modernise service delivery and improve access to services. Together, these initiatives contribute to progress against the success measures and broader government priorities and commitments.

Improving court efficiency and case progression

Managing demand across the court system requires ongoing focus on how matters are listed, progressed and finalised.

In 2025–26, the Local Court maintained strong throughput despite increasing demand, while continuing to improve service delivery within existing resources.

This has included practical changes to how court services are delivered. For example, the Local Court has operated a second bail and arrest court in Darwin where possible, supported by refinements to court processes, improvements in the use of existing systems, and streamlined registry practices. These changes have contributed to improved case progression and reduced delays across the court system.

Since 1 July 2025:

- the Youth Court's pending workload reduced by 4%, and the Local Court's by 20%
- adjournment rates have improved by 11% in the Youth Court and 12% in the Local Court
- a focus on reducing adjournments has removed approximately 9,000 adjournments annually.

In 2025–26, further improvements were supported through legislative reform. *The Local Court (Criminal Procedure) Amendment Act 2026*, introduced in March and passed in May, is designed to streamline court processes and improve flexibility in how matters are managed.

Key measures include:

- introducing fast-track committal pathways
- expanding the types of matters that can be heard in the Local Court
- allowing greater flexibility in court procedures, including remote appearances
- improving processes for related matters, including domestic violence proceedings.

These changes form part of broader system improvements being delivered under the Northern Territory Crime Reduction Strategy.

This work demonstrates how targeted operational improvements and legislative reform can support more efficient court processes and improved progression of matters through the justice system.

Improving timeliness for victims through early resolution

Delays in criminal proceedings can extend the time victims remain involved in the justice process, particularly where matters proceed to contested hearings.

The Director of Public Prosecutions (DPP) delivers the Targeted Intervention Group – Early Resolutions (TIG-ERs) model which supports the timely and appropriate resolution of criminal matters, recognising that earlier resolution can reduce the need for contested proceedings and limit the length of time victims remain engaged with the court process.

In 2025–26, the DPP expanded the TIG-ERs model across the Darwin Summary Prosecutions Team. New systems introduced in November 2025 improved the allocation and tracking of representations, supporting better oversight and more timely responses. A dedicated Supervising Summary Practitioner role was also established to provide oversight of matters approaching 30 days.



Lachlan Macdonald

Between 1 July 2025 and 30 June 2026, the DPP finalised 1,471 representations. In the first 6 months of 2026 alone, 1,385 were received, with 1,115 being responded to, significantly reducing the demand on the justice system.

Of the representations responded to, 786 (70%) were finalised or likely to be finalised with an early appropriate guilty plea.

By supporting earlier progression of matters, the DPP's TIG-ERs model reduces the need for contested proceedings and can limit the time victims remain involved in ongoing court processes.

Streamlining regulatory requirements and improving service delivery

Regulatory requirements play an important role in maintaining safe workplaces, but can also create administrative burden for businesses if not regularly reviewed.

In 2025–26, NT WorkSafe progressed a range of initiatives to streamline regulatory requirements and improve service delivery, responding in part to recommendations from the Approvals Fast Track Taskforce and their Saying 'Yes' to Business report.

This work focused on reducing unnecessary regulatory burden while maintaining appropriate safety standards for workers and industry.

Key initiatives included progressing amendments to increase the threshold for requiring a work health and safety management plan and reviewing requirements for working at height within the construction sector, removing the need to submit a Certificate of Compliance for like-for-like electrical replacements, and introducing more flexible training delivery options for construction workers through the White Card process. These Tranche 1 initiatives were delivered within 12 months. The remaining Tranche 2 initiative is progressing the introduction of an optional licence model, or similar mechanism, for demolition service providers.

Further, most of Part 8 of the Electrical Safety Regulations 2024 was repealed to avoid onerous electrical safety requirements that would have made buying, selling or renting out a property more costly and difficult. The requirement for an electrical worker not to work on a circuit unless a safety switch is installed was retained and will take effect from 1 December 2028. These amendments strike a balance between ensuring the electrical safety of Territorians and avoiding unnecessary red tape and cost burdens on Territory homeowners, landlords, and industry.

Alongside these changes, NT WorkSafe improved how businesses and workers interact with its services. This included:

- introducing an online lodgement form for electrical workers to submit certificates of compliance
- progressing a publicly accessible database to allow verification of electrical contractor licences
- implementing a case management system for investigations, evidence and prosecutions.

These changes make it easier for businesses and workers to meet their obligations, while reducing regulatory complexity and maintaining oversight of workplace safety. They also support NT WorkSafe's renewed focus on education as a key part of its compliance and enforcement approach to improve workplace health and safety and seek compliance with work health and safety laws.



Original TIG-ER team members, Elise Sibley, Mel Ralph, Lachlan Macdonald, Zara Gooden and Lloyd Babb SC



Darwin Land Titles Office

Modernising land title transactions through eConveyancing

Land title transactions in the Northern Territory have traditionally relied on paper-based processes, requiring documents to be prepared, signed and physically lodged in person at the Land Titles Office. This can be time-consuming, requires manual handling, and can limit how quickly transactions are finalised.

To address these challenges, the department has supported the delivery of the eConveyancing project, a multi-phase reform to move land transactions into a secure digital environment.

This has required coordinated legal, policy and program work to enable the transition to electronic conveyancing and ensure the Northern Territory aligns with national systems.

In 2025–26, the project reached a major milestone with the implementation of Phase 2, enabling caveat and withdrawal of caveat documents to be lodged electronically through the Property Exchange Australia (PEXA) platform.

This builds on Phase 1, delivered in August 2025, which introduced digital mortgage and discharge of mortgage transactions.

> Moving to electronic conveyancing is a significant step in modernising how land transactions are processed in the Territory. This work is improving efficiency while ensuring that systems remain secure and reliable for industry and users."

As the system has been introduced, industry adoption has continued to grow, with more than 202 subscribers and over 3,742 documents lodged electronically through the Land Titles Office to 30 June 2026.

Behind the scenes, delivering this reform has required sustained coordination across agencies and with national partners.

This has included:

- supporting the implementation of new electronic lodgement functions
- working with national platform providers to integrate Territory requirements
- preparing Land Titles Office processes for online transactions
- supporting industry transition through guidance and engagement
- planning for future phases of the project.

Implementation will continue through 2026–27, with the next phase focused on progressing digital land title transfers and further system integration.

Goal 02: Strengthening the system

We will work with communities and key partners to tackle the root causes of crime which in turn will reduce pressure on the justice system and support safe communities.

KEY SUCCESS MEASURES

HEADLINE MEASURE

REDUCTION IN THE NUMBERS OF CRIMINAL LODGEMENTS[1]

BASELINE	2025-26	VARIANCE
22,762	22,155	2.7% reduction (-607)

[1] This measure reports the number of new criminal matters lodged with the local court. A lower number shows a reduction on the demands placed on the court system and is considered a positive outcome.

Supporting measures

Increase in the number of crime assistance applications finalised[2]			Number of education events conducted[3]			Reduction of the incident rates of workplace serious injury and disease claims per 1,000 workers in the Territory		
Baseline	2025–26	Variance	Baseline	2025–26	Variance	Baseline	2025–26	Variance
501	437	12.8% decrease (-64)[2]	1,075	1,307	21.6% increase (232)	7.7	7.5	-0.2

[2] Decrease due to vacancies caused by time-limited funding which has now been granted on an ongoing basis.

[3] Increase in educational events attributed to newly introduced Parole Board education and awareness visits, and increased education visits to businesses by Consumer Affairs.

The success measures for Goal 2 reflect the department's focus on reducing crime, supporting victims, improving community awareness and strengthening safety outcomes across the Territory. Achieving these outcomes requires collaboration across government, statutory independent offices, industry, communities and service providers, alongside broader reforms that strengthen the systems and services relied upon by Territorians every day.

The following examples highlight some of the practical initiatives delivered during the year to streamline processes, modernise service delivery and improve access to services. Together, these initiatives contribute to progress against the success measures and broader government priorities and commitments.

Coordinating action to reduce crime across the Territory

Reducing crime in the Northern Territory requires coordinated action across the justice system, alongside investment in prevention, early intervention and community safety.

The Northern Territory's Crime Reduction Strategy 2025-2028, released in August 2025, provides a framework to guide this work. It sets out 5 key priorities: creating a safer community, reducing reoffending, holding families to account, addressing the root causes of crime, and reforming the system.

The strategy recognises that reducing crime requires both immediate responses and longer-term system reform, supported by alignment across legislation, policy and service delivery.

In 2025–26, the Attorney-General's Department played a key role in the development of the strategy and coordination of implementation planning across government, while also contributing through its own responsibilities on key initiatives relating to legislation, victims, policy and strategic justice reform

To support delivery, the department chairs the Reducing Crime Standing Committee, which provides whole-of-government oversight of the strategy and its implementation plans. Its membership consists of Chief Executives from relevant departments across Government. In October 2025, 3 Crime Reduction Strategy Taskforces were established to drive implementation across priority areas, supported by ongoing governance through the Standing Committee.



Through these leadership and coordination roles, the department worked closely with partner agencies across the justice and community safety sectors to:

- supporting legislative and policy reforms underpinning the strategy, reforming system settings that prioritise victims and improve justice outcomes
- working with partner agencies to align reforms across courts, corrections and frontline services in response to demand pressures
- contributing to initiatives aimed at strengthening accountability and system responses to offending.

This collaborative approach has helped establish clear accountability, structured monitoring and stronger alignment across government, supporting the delivery of coordinated reforms and practical action under the strategy.

Work during 2025–26 has aligned with key areas of focus under the strategy, including strengthening consequences for offending, improving system capacity and efficiency and prioritising initiatives addressing the needs of victims.

By bringing together policy, legislation, governance and operational delivery across multiple agencies, the strategy is supporting a more integrated justice system and a shared commitment to safer communities across the Territory.



Strengthening fuel price transparency and consumer protections

Improving the accuracy of fuel price reporting and strengthening consumer protections has been a key focus for the Northern Territory Government in 2025–26, supported through coordinated legal, policy and regulatory work across the department.

This included collaboration between Consumer Affairs legislation and legal policy teams to design and implement targeted reforms in response to risks associated with inaccurate fuel price reporting.

A key reform was the introduction of a 24 hour fuel price lock, preventing retailers from increasing advertised fuel prices for a set period.

This measure provides greater certainty for consumers and reduces the potential for discrepancies between reported and actual prices at the bowser.

Delivering this reform required:

- amendments to the Consumer Affairs and Fair Trading (Fuel Retailers) Regulations 2017
- development of new price reporting requirements through MyFuel NT
- design of supporting compliance and enforcement frameworks
- engagement with industry to support implementation and understanding of obligations.

The regulatory framework is supported by ongoing compliance activity. Across 2025–26, a total of 1,433 compliance checks were undertaken, identifying instances of non-compliance and supporting enforcement action where required. This has included issuing 4 infringement notices totalling $77,000, where retailers were found to have charged more than the reported price.

Together, these initiatives demonstrate how coordinated legal, policy and regulatory work can be translated into practical outcomes, supporting a more transparent fuel market and improved consumer confidence.

MyFuel NT compliance check





Parole Board Chair Rex Wild AO KC returning from a visit to Wadeye

Parole Board awareness visits support rehabilitation across the Territory

The Northern Territory Parole Board and Secretariat team worked very closely with the Department of Corrections (DOC) to support prisoner rehabilitation and help people prepare for parole.

Chairperson Rex Wild AO KC and Secretary Josephine Down regularly visited correctional facilities to deliver Parole Awareness Visits. These sessions gave prisoners the opportunity to learn more about the parole process, ask questions and understand what they can do now to work towards release.

The visits extend beyond correctional centres, with the team also engaging with rehabilitation services and Community Corrections offices across the NT — from Darwin, Katherine and Alice Springs to remote locations including Wadeye, Tennant Creek, Groote Eylandt and Nhulunbuy.

Visits to Darwin Correctional Centre, Berrimah Correctional Centre, Barkly Work Camp, Alice Springs Correctional Centre and the Women's Facility saw strong engagement from both staff and prisoners. The team also met with Community Corrections Probation and Parole Officers in Palmerston, Casuarina, Tennant Creek and Alice Springs.

By getting out on the ground, the board keeps its decision-making informed by the realities of service delivery across the Territory, especially in regional and remote communities.

As part of these visits, the board shares the Parole Stories video from the Northern Territory Parole Board website to encourage prisoners to focus on rehabilitation and work towards parole.



Louise Ogden (Community Corrections), Rex Wild AO KC (Chair), Jo Down (Secretary) visiting Barkly Work Camp

Goal 03: Boosting our resilience

We will improve the way we work to increase employee wellbeing, capacity and organisational impact.

KEY SUCCESS MEASURES

HEADLINE MEASURE

IMPROVE EMPLOYEE SATISFACTION AND ENGAGEMENT SURVEY RESULTS

SATISFACTION

BASELINE	2025-26	VARIANCE[1]
68%	70%	2% INCREASE

ENGAGEMENT

BASELINE	2025-26	VARIANCE
73%	73%	NO CHANGE

[1] The 2% increase in employee satisfaction was supported by broader and more varied engagement with employees in developing initiatives, together with improved communication within and across the department driven by the People Matter Action Plan 2023.

Supporting measures

A reduction in new workers' compensation claims[2]			Decrease vacancy rates in critical roles[3]			Increase in the percentage of employees with performance and development plans (myPerformance plans) in place		
Baseline	2025–26	Variance	Baseline	2025–26	Variance	Baseline	2025–26	Variance[4]
13	13	0	n/a	n/a	n/a	35%	61%	26% increase

[2] Data was not available for the published strategic plan measure reduction in average time lost from workers compensation claim, and as such this has been replaced with the number of new workers compensation claims

[3] This measure was dependent on finalising the critical roles project, which is still ongoing, meaning it was not possible to identify vacancy rates against these roles.

[4] The department piloted the myPerformance system with 2 divisions in 2024–25 before launching it across the department in 2025–26, contributing to a 26% increase in participation.

The success measures for Goal 3 reflect the department's focus on building a resilient, capable and engaged workforce, supported by a strong organisational culture and effective systems of work. During 2025–26, the department invested in initiatives to strengthen employee wellbeing, leadership capability, performance development and organisational resilience, while continuing to deliver services in challenging and changing environments.

The following examples highlight some of the practical actions taken during the year to support employee engagement, improve performance and development practices, strengthen wellbeing and enhance the department's ability to respond to operational challenges. Together, these initiatives contribute to progress against the success measures and broader government priorities and commitments.



Katherine Local Court affected by flooding



Katherine Local Court staff: Maddison Lee, Md Rahman, Naomi Hanson, Caitlin Highet, Karen Kot



Moving court files to dry ground: Karen Kot, Caitlin Highet, Vinnie Scarfo

Maintaining Services during the Katherine Floods

Severe flooding in the Katherine and Big Rivers region during 2025–26 presented significant risk to court operations, important records and continued access to justice.

As water levels rose and conditions remained uncertain, Katherine Courthouse staff rapidly implemented contingency arrangements to safeguard court files and maintain scheduled services. This included adjusting court listings, modifying operating procedures, and coordinating with partner agencies to support continuity of services. Courthouse staff also took steps to relocate active files offsite to protect them from possible water damage and transported them back to the courthouse each day to support court operations.

When Ex-Tropical Cyclone Narelle brought the potential for further flooding, these arrangements were implemented again. Remaining files were moved to elevated locations within the courthouse to protect them from potential water damage, with DOC work parties assisting to sandbag the courthouse.

Court staff worked closely with the Director of Public Prosecutions and members of the judiciary to adjust arrangements and continue progressing matters as conditions changed.

Behind the scenes, staff worked across courts and supporting functions to:

- assess and respond to operational impacts in real time
- implement contingency arrangements for court operations
- coordinate logistics and communication across impacted locations
- support safe access for staff, stakeholders and court users.



DOC work parties assisted by sandbagging the courthouse

Regular communication, including over weekends, supported timely decisions as conditions changed. Staff maintained services despite restricted access to the courthouse, school and childcare closures, and broader uncertainty across the community.

The coordinated response protected critical records and enabled essential court services to continue during a period of significant disruption. It demonstrated the department's capacity to manage operational risks, adapt service delivery and work collaboratively across the justice system to maintain access to justice in challenging circumstances.

Listening, responding and improving through People Matter Survey results

During 2025–26, the department continued to strengthen organisational resilience by acting on employee feedback received in the 2023 People Matter Survey, taking practical steps to finalise the last projects under the 2023 People Matter Survey Response Plan.

The response plan focused on practical improvements to performance and feedback, career development, wellbeing, leadership communication and workplace culture. The work previously implemented across 2024–25 and now in 2025–26 made a noticeable difference, with the 2025 survey results showing improvement in all but one category and an increase in employee engagement.

2023 response plan progress	Result
Actions completed	74%
Actions well progressed	11%
Actions continuing	16%

Key achievements included:

- launching the AGD Strategic Workforce Plan
- implementing the myPerformance tool to support performance planning, reporting and data analysis
- providing manager training on the effective use of myPerformance
- strengthening performance conversations, including a focus on medium to long-term development goals
- launching the AGD Mental Health and Wellbeing Strategy
- amending Executive Leadership Team meeting arrangements to include worksite visits
- establishing the Senior Leadership Team
- providing regular progress updates to employees through the intranet and other communication channels
- delivering vicarious trauma training in vulnerable work areas
- encouraging completion of exit surveys when employees resign or transfer
- improved information and support for employees and managers dealing with bullying and harassment matters
- reviewed human resource delegations for greater responsibility and accountability for leaders and managers
- held first formal recognition event for service milestones.

These achievements provided a strong foundation for AGD's 2025 People Matter Survey response and ensured employee feedback continued to shape organisational priorities. This work supports AGD's focus on building a more resilient, capable and connected workforce.

People Matter Survey ACTION You Said We Did!

Building a stronger performance culture with myPerformance

In 2024–25, AGD piloted the myPerformance tool across 2 divisions to simplify performance and development planning and create a more consistent approach to performance conversations.
The pilot was designed to make goal setting, development planning and performance discussions easier for both employees and managers, while increasing participation across the department.

Following the successful pilot, myPerformance was launched across AGD in August 2025. A series of targeted training sessions were delivered for employees and supervisors, supported by a practical guide to help staff prepare performance and development plans and have more meaningful conversations about performance, wellbeing and career development.

The new approach introduced clearer workplace goal setting, a structured 6-month review process, and guidance for managers to incorporate wellbeing discussions into regular check-ins. These changes have strengthened consistency and accountability across the department, while helping employees better connect their work and development goals to AGD's priorities.

In the year ahead, AGD will focus on further embedding myPerformance as part of everyday workplace practice and assisting managers and leaders with the skills they need for these important conversations.

> This has brought greater consistency and accountability and is helping our people have more meaningful conversations about our goals, our achievements and our aspirations for career development."



Building a mentally healthy workplace

Following the launch of AGD's Mental Health and Wellbeing Strategy in June 2025, the Mental Health Working Group led a coordinated program of practical initiatives across the department. This has included promoting evidence informed Lunch and Learn sessions, delivering seasonal wellbeing initiatives such as 'Kickstart 2026' and 'Beating the Build Up', as well as expanding Mental Health First Aid officers across the workforce.

As part of this, Mental Health First Aid Officer training has been provided to support accredited Mental Health First Aid Officers to be embedded across many AGD worksites, providing an additional layer of support alongside First Aid Officers and Fire Wardens.
A new network of Wellbeing Champions has also been established to promote local engagement and support a cross teams.

Targeted leadership sessions focused on the organisational drivers of stress and burnout, shifting attention from individual coping strategies to the systems and practices that influence employee wellbeing. The sessions resulted in a practical action plan to reduce workplace pressures by streamlining internal processes, removing duplication, reviewing delegations and improving organisational alignment. Implementation of these initiatives commenced during 2025–26 and will continue to strengthen a positive, healthy and sustainable workplace culture across AGD.

Our strategic focus for the year ahead

To continue to deliver against our strategic plan, the department has identified the following priorities established under the Executive Leadership Strategic Action Plan 2026–27.

Goal 01: Improving the system

1. Deliver system performance and access to justice, by seeking to:

- drive system-wide demand reduction through early resolution and targeted reform priorities
- modernise key service delivery models to improve efficiency and access
- progress law reform aligned to system risk, safety and community outcomes.

2. Enable digital and business transformation, by seeking to:

- work with DCDD to identifying funding options to implement key digital transformation projects
- build organisational capability in data and AI to support decision-making and service delivery
- simplify processes and reduce administrative burden through automation and system improvement.

Goal 02: Strengthening the system

3. Strengthen partnerships and community outcomes by seeking to:

- deliver priority cross-agency initiatives that address crime, victim support and community outcomes
- establish sustainable funding and service delivery models with key partners
- enhance community-facing services to improve accessibility and experience.

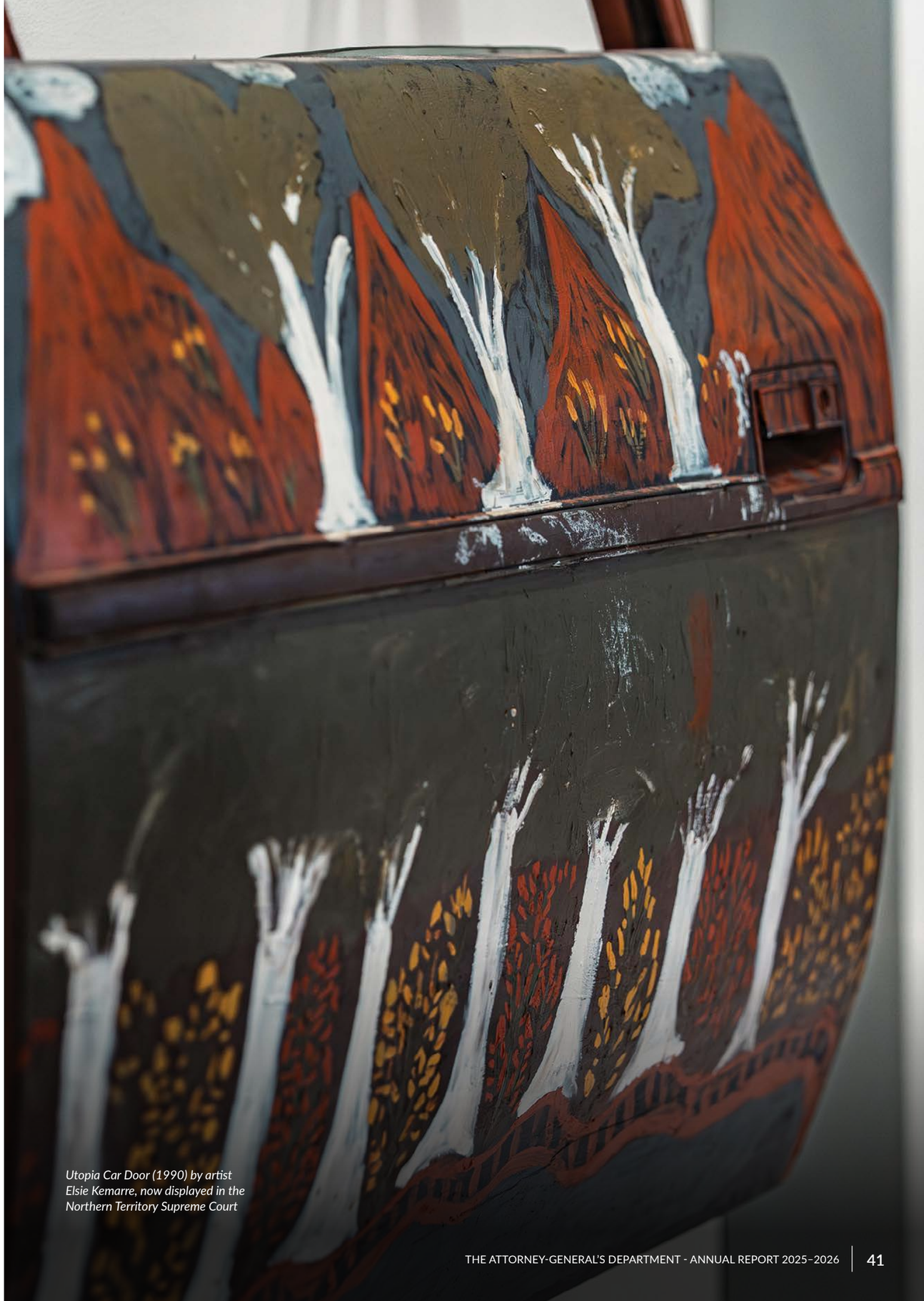
Goal 03: Boosting our resilience

4. Stabilising workforce capacity by addressing vacancies, wellbeing and workload pressure by seeking to:

- stabilise the workforce by strengthening recruitment and onboarding
- implement targeted wellbeing and workload sustainability strategies in high pressure teams
- implement key projects under the People Matter Survey 2025 Response Plan.

5. Improve governance, risk and organisational effectiveness, by seeking to:

- strengthen governance frameworks, including delegations, prioritisation and decision pathways
- improve organisational visibility through integrated reporting on performance, risk and workforce.



Utopia Car Door (1990) by artist Elsie Kemarre, now displayed in the Northern Territory Supreme Court

Performance against NT Budget Paper No.3

The department's results against the output group key performance indicators published in the 2025–26 NT Budget Paper No. 3, are outlined below.

Output: Legal services

OBJECTIVE: QUALITY LEGAL ADVICE AND REPRESENTATION FOR GOVERNMENT.

Solicitor for the Northern Territory

Provide government with quality legal services including legal advice and representation.

Solicitor-General

Act as counsel for the Crown in right of the Northern Territory of Australia, including legal advice to the Administrator, the Attorney-General, the executive government and the Cabinet office, and for any other person for whom the Attorney-General requests the Solicitor-General to act, including the Legislative Assembly and its various committees.

Crime victims' services

Administer the Crime Victims Assistance Scheme and Victims Register to assist victims of violent crime and meet the Territory's obligations under the National Redress Scheme. Recover victim payments from offenders, manage counselling and support services grants, including for victims of residential property crime, and advise the Attorney-General on victim-related matters.

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual	2022–23 Actual[3]
Client satisfaction of the quality and timelines of legal services	≥85%	92%[1]	93.5%	85%	n/a
Legal requests completed by the due date	≥85%	83%	89.5%	77%	n/a
Victims of crime assistance applications finalised	420	437[2]	501	439	451

[1] Improved client communication in relation to due dates has resulted in an above target client satisfaction result

[2] Above target due to increased administrative support, improved application processes, active caseload management and a focus on resolving older matters. Results are lower than previous year's due to higher than usual workforce turnover within the team

[3] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years

Trusted advice, positive outcomes for Tourism and Events NT

Delivering high-quality, timely legal services that meet client needs remains a key focus for the Solicitor for the Northern Territory (SFNT). A strong example was SFNT's support for the integration of the Northern Territory Major Events Company into Tourism and Events NT, a significant whole-of-government reform project.

SFNT provided legal advice and support across planning, legislative reform, governance arrangements and implementation, helping to ensure a smooth transition to the new entity.

The quality of this support was reflected in client feedback, with the Department of Tourism and Hospitality acknowledging SFNT's "strategic guidance, expert knowledge and willingness to work closely" was instrumental to the project's success.

> As a team, SFNT is committed to providing quality legal services to government in support of the delivery of its priorities, including for projects and reforms that grow the Territory economy and restore the Territory lifestyle.



SFNT lawyers: Michelle Godwin, Melissa Forbes and Ruby Kelly

Output: Strategic policy services

OBJECTIVE: QUALITY ADVICE AND COORDINATION OF STRATEGIC REFORM AND POLICY DEVELOPMENT FOR GOVERNMENT.

Strategic policy and delivery

Coordinate and provide advice on strategic justice-related policy, including establishing governance arrangements and partnerships to support implementation of justice initiatives, in the Northern Territory Crime Reduction Strategy and other strategic priority projects across the Territory.

Legislation and legal policy

Develop, review and implement legislation, and advise the Attorney-General and government on law and justice policy matters.

This unit also provides shared services to the Department of Corrections.

Legal assistance

Support the legal assistance sector, including administering the National Access to Justice Partnership, to ensure all Territorians have appropriate access to legal assistance.

Criminal justice research, evaluation and statistics

Provide statistics and research to build an evidence base to develop, monitor and evaluate justice policies and practices. Lead, provide advice and coordinate monitoring and evaluation activities.

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual[3]	2023–24 Actual[3]	2022–23 Actual[4]
Ministerial requests for the Attorney-General completed by due date	≥75%	61%[1]	74.4%	72%	n/a
Bills introduced into parliament	5	8[2]	7	9	n/a
Number of Aboriginal people referred to alternative to custody facilities or programs	85	174[3]	n/a	n/a	n/a
Ad hoc criminal justice research and statistics requests delivered within agreed timeframes	≥95%	97%	98%	96%	n/a

[1] Performance was affected by competing priorities and workforce vacancies.

[2] Above target as the legislative program was reprioritised in response to Government priorities. In addition the Legislation and Legal Policy Unit also prepared 3 Bills for introduction for the Department of Corrections

[3] The establishment of a second Alternatives to Custody facility on Groote Eylandt in early 2025 which became fully residential in 25/26 expanded capacity and supported increased referrals, contributing to a broader shift towards non-custodial, community based sentencing.

[4] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years.

Bills introduced into Parliament 2025–26

Bill	Date introduced	Enacted
Anti-Discrimination Amendment Bill 2025	30 July 2025	✓
Statute Law Revision and Repeals Bill 2025	16 October 2025	✓
Attorney-General and Police Legislation Amendment Bill 2025	23 October 2025	✓
Electrical Safety Amendment Bill 2026	4 February 2026	✓
Sentencing Amendment (Murder) Bill 2026	4 February 2026	✓
Bail Amendment Bill 2026	5 February 2026	✓
Criminal Procedure Legislation Amendment Bill 2026	18 March 2026	✓
Attorney-General Legislation Amendment (Boards, Committees and Statutory Offices) Bill 2026	13 May 2026	✓

Using data to support better justice outcomes

Each month, the Criminal Justice Research, Evaluation and Statistics Unit (CJRESU) transforms complex justice and policing data into information that helps tell the story of crime and justice across the Territory. The resulting NT Crime Statistics are published monthly online and freely accessible to the community, policymakers, researchers and the media, supporting transparency and informed public discussion.

Behind these statistics is a team of researchers, analysts and evaluators who ensure statistics are accurate, meaningful and easy to understand. Their efforts provide the evidence base that supports decision-making across government, helping agencies identify trends, target resources effectively and evaluate whether initiatives are achieving their intended outcomes.

In 2025–26, CJRESU continued to monitor crime trends, evaluate justice initiatives and provide analysis to support implementation of the Northern Territory Crime Reduction Strategy. By turning complex data into practical insights, the unit helps government understand what is working, identify emerging issues and focus investments on initiatives that deliver better outcomes for Territorians.

Whether informing policy decisions, evaluating programs or publishing the crime statistics relied upon by the public each month, CJRESU plays an important role in supporting a transparent, evidence-based justice system.



Front row (L-R): Dee-Ann Vahlberg, Carolyn Whyte, Joe Yick, Sandy Griffin. Back row (L-R): Joy Mingi, Rosie Koh, Balakumar Thurairasa, Richard Mu, Lisda Hanaruddin, Akshy Athykorala

Output: Justice services

OBJECTIVE: AN ACCESSIBLE AND FAIR JUSTICE, AND LAND TITLES MANAGEMENT SYSTEM TO DEAL WITH MATTERS EXPEDITIOUSLY IN A WAY THAT PROMOTES, PROTECTS AND RESPECTS RIGHTS.

Higher courts
Provide processing and appropriate case-flow management for higher courts, including the Supreme Court and courts of appeal.

Lower courts
Provide processing and appropriate case-flow management for lower courts, tribunals and other statutory offices.

NT Civil and Administrative Tribunal
Provide a forum to resolve smaller legal disputes, reconsider government decisions and help protect civil rights in matters within the Tribunal's jurisdiction.

Registrar-General
Register dealings with land and other property, powers of attorney, births, deaths, marriages and changes of name, sex or gender.

Parole Board
Provide secretariat support to the Parole Board of the Northern Territory and undertake associated administrative duties.

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual	2022–23 Actual[3]
Higher courts criminal matters clearance rate	≥88%	89%	95%	98%	n/a
Lower courts criminal matters clearance rate	≥95%	96%	115%	82%	n/a
Northern Territory Civil and Administrative Tribunal (NTCAT) clearance rate (excluding mental health and adult guardianship proceedings)	≥90%	44%[1]	105%	79%	69.5%
Office of the Registrar-General client satisfaction	≥95%	96%[2]	98%	99%	98%

[1] The NTCAT clearance rate is under target due to a very large number (400) of new proceedings being lodged in late June, significantly impacting the clearance rate for the year.

[2] In 2025–26, this measure is based on feedback from Land Titles Office clients only. Updated survey processes will support broader client coverage in 2026–27.

[3] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years.

Supporting Daly River residents during flood evacuation

When flooding forced the Daly River community to evacuate, many residents left home without essential identity documents. During this time, Births, Deaths and Marriages provided on-site support at the evacuation centre, issuing free replacement birth certificates and helping people reconnect with services. By making it easier to access emergency assistance, the team supported residents through a challenging and uncertain period.

Output: Director of Public Prosecutions

OBJECTIVE: THE TERRITORY COMMUNITY IS PROVIDED WITH AN INDEPENDENT PUBLIC PROSECUTION SERVICE.

Director of Public Prosecutions
Provide an independent public prosecution service to the Territory, and witness and victim support services during the criminal justice process

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual	2022–23 Actual[2]
Matters finalised with a guilty verdict	≥95%	97%	97%	98%	n/a
Supreme Court criminal matters finalised within 12 months	≥75%	74%	69%	79%	n/a
Local Court criminal matters finalised within 12 months	≥80%	88%[1]	82%	81%	n/a

[1] The substantial increase in local court matters finalising within 12 months is reflective of the work of the DPP, and the TIG-ER initiative particularly in early resolution of files entering the criminal justice system and coupled with the efficiency measures adopted by the Local Court.

[2] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years.

Supporting victims through the justice process

The Director of Public Prosecutions' Witness Assistance Service continued to provide vital support to victims and witnesses navigating the criminal justice system across the Northern Territory. Through practical assistance, information, emotional support and liaison with prosecutors, the service helps people understand court processes and participate with confidence.

Witness Assistance Officers help reduce the barriers victims and witnesses can face when engaging with the justice system. This includes arranging travel and accommodation for people attending court from regional and remote communities, providing information about court processes, and connecting them with counselling and other support services where needed. Witness Assistance Officers support victims through the challenging process of giving evidence at trials, including sitting with them when they're giving evidence in relation to domestic violence or sexual offending. Through a trauma-informed approach, the service helps people participate in legal proceedings with confidence which contributes to better justice outcomes for victims, witnesses and the wider community.

In 2025–26, support was provided across metropolitan, regional and remote courts, ensuring victims could access assistance and guidance throughout their engagement with the justice system.

Output: Independent offices

OBJECTIVE: THE TERRITORY COMMUNITY HAS ACCESS TO SERVICES THAT PROTECT, ADVOCATE AND PROMOTE A PERSON'S LEGAL RIGHTS AND INTERESTS, AND CONTRIBUTE TOWARDS AN EQUITABLE SOCIETY.

The Attorney-General's Department provides governance support to the independent offices including financial and people management frameworks, while ensuring their independence to perform their statutory functions.

Anti-Discrimination Commission

Eliminate discrimination and sexual harassment by raising awareness about individuals' rights and responsibilities in the Territory through public education and training, complaints handling and community engagement. Promote the rights of people detained or receiving treatment under the *Mental Health and Related Services Act 1998* and the *Disability Services Act 1993* through the Community Visitor Program.

Children's Commissioner

Handle complaints relating to services provided to vulnerable children including undertaking investigations and inquiries into systemic issues. Monitor the administration of the *Care and Protection of Children Act 2007* and places where children are held involuntarily in institutional settings. Promote and advocate for the rights, interests and wellbeing of vulnerable children.

Consumer Affairs

Regulate and promote rights and responsibilities to consumers and business through education and compliance actions. Provide dispute resolution services for consumer law, business and residential tenancies, and residential building matters.

Liquor Commission

Regulate liquor licensing in the Northern Territory, including determining liquor licence applications and complaints, establishing codes of practice for licensees, undertaking inquiries and reviewing certain decisions of the Director of Liquor Licensing.

Public Guardian and Trustee

Safeguard and promote the personal, legal and financial interests of Territorians by providing adult guardianship, trust, estate and wills services within a human rights framework.

> Strong partnerships are central to delivering better justice outcomes across the Territory.

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual	2022–23 Actual[6]
Anti-Discrimination Commission complaints conciliated	≥50%	28%[1]	48%	62%	55%
Community Visitor Program issues resolved/referred	≥60%	95%[2]	89%	81%	71%
Children's Commissioner complaint decisions made within 28 days	≥90%	92%	n/a	n/a	n/a
Consumer Affairs scheduled education visits to business completed	≥85%	100%[3]	87%	82%	n/a
Compliance reviews of trust files annually	≥80%	69%[4]	87%	70%	n/a
Complex and non-complex decisions aligning with the represented person's views	≥75%	71%[5]	75%	76%	n/a

[1] The target was not met due to a 26% increase in complaints handled compared with the previous year and a high number of complex matters requiring additional time to resolve.

[2] The increase in the 2025–26 result is due to filling vacant positions during the reporting period allowing more issues to be referred or resolved.

[3] Additional business visits were conducted due to new obligations for a national information standard for seafood country of origin labelling.

[4] The target was not met as resources were diverted to the implementation of a new priority electronic client management system to ensure that this system and any modifications met user requirements.

[5] The reduction in decisions made against the represented person's views and wishes was offset by an increase in matters where the person's views and wishes could not be obtained before a decision was made.

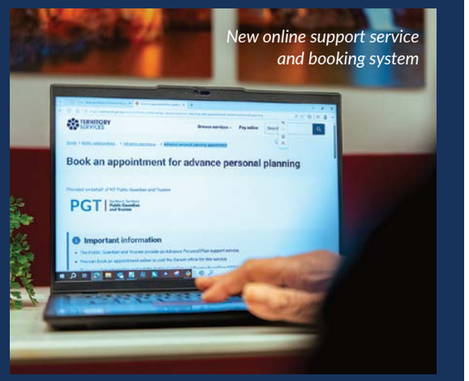
[6] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years.

Supporting Territorians to plan ahead

The Public Guardian and Trustee introduced a new Advance Personal Planning support service and online booking system. These improvements make it easier for Territorians to access information, explore their options and put an Advance Personal Plan in place. By supporting people to record their wishes and plan for future decision-making, the service helps provide clarity, certainty and peace of mind.



Public Guardian and Trustee employees Polly Hayes and Gita Khadka



New online support service and booking system

Output: NT WorkSafe

OBJECTIVE: LEGISLATIVE REFORMS, SAFETY AWARENESS AND EDUCATION THAT SUPPORTS INDUSTRY, BUSINESS AND COMMUNITY NEEDS.

NT WorkSafe

Work with Territory industry to influence best possible outcomes in work health and safety, including dangerous goods, electrical safety and rehabilitation, and compensation for injured workers returning to work.

Key Performance Indicators	2025–26 Target	2025–26 Actual	2024–25 Actual	2023–24 Actual	2022–23 Actual[3]
Incidence of serious injury and disease claims per 1,000 workers in the Territory is reduced year on year	≤7.4	7.5[1]	7.7	8.1	8.2
Active cases per 100,000 people residing in the Territory[1]	≤225	261[2]	189	n/a	n/a

[1] While the target was not met, the trend of incidents has been decreasing year on year

[2] The Territory's small population means minor changes in active cases can significantly affect results per 100,000 people. Inspector vacancies, recruitment and onboarding demands, and seasonal compliance activities also reduced operational capacity, contributing to the number of open cases reported.

[3] n/a indicates this KPI was newly introduced and as such data was not recorded in the preceding years.

Supporting safe community events

NT WorkSafe inspectors carry out compliance checks on a range of amusement rides at shows in Alice Springs, Tennant Creek, Katherine and Darwin. Inspectors travel to regions, work with regional based inspectors, engage with amusement ride operators and show organisers to ensure Territorians and visitors enjoy the thrill of rides without worrying about their safety.

Inspectors check to ensure that operators' rides have gone through proper maintenance checks and regular inspections according to manufacturer specifications and requirements.

Inspectors also check that workers operating the rides are trained to follow safe systems of work. Stalls are also inspected to ensure safety requirements such as the use of gas and electricity are appropriately met by duty holders.

Performance against regulatory approval timeframes

Supporting economic development requires regulatory services that are efficient, transparent and responsive. As part of the Northern Territory Government's *Saying Yes to Business* agenda and implementation of the Approvals Fast Track Taskforce recommendations, the Land Titles Office commenced reporting against regulatory approval timeframes in 2025–26.

By publishing performance against established service standards, the Land Titles Office contributes to the Government's commitment to improving approval processes, providing consistent performance reporting and increasing accountability for regulatory outcomes. The results below demonstrate the office's strong performance in processing land title transactions and supporting timely property and development activity across the Territory.

The Land Titles Office continued to deliver high levels of performance, exceeding its target of registering 96% of matters within 24 hours of receiving complete documentation across all categories of land registration transactions.

TARGET: Register at least 96% of matters within 24 hours

Category of matters	Number of applications 2025–26	% matters registered with 24 hours	Number of applications 2024–25	% matters registered with 24 hours
Ownership	8,977	100	6,261	99.7
Property Rights	22,167	99	15,223	99.7
Leases & Tenure	1,053	100	867	99.7
Plans & Schemes	60	100	41	99.7
Administrative & Statutory	860	100	1,400	99.7
TOTAL	**33,117**	**99.8**	**23,792**	**99.7**

Category descriptions

Ownership – ownership and proprietorship. Transactions that establish, change, transfer or record ownership of land or an interest.

Property Rights – encumbrances, securities and property rights. Transactions that create, amend, transfer or extinguish interests affecting land.

Leases & Tenure – leasing, crown lease and tenure management. Transactions dealing with possession and tenure rather than ownership.

Plans & Schemes – plans, subdivisions and unit titles. Transactions that create or amend the legal structure or configuration of land.

Administrative & Statutory – administrative government and statutory actions. Registry administration, corrections and government interventions.

04

OUR PEOPLE

Our workforce profile 55

Our workforce across our output groups 56

Our workforce across the regions 58

Our workforce designations 60

Public Sector Principles 61

People Matter Survey 2025 62

Developing our people 64

Awards, achievements and milestones 66

04

Our people

The department's people are central to achieving its purpose and delivering the Northern Territory Government's priorities, including initiatives to reduce crime and support an efficient and fair justice system.

The department is committed to being an employer of choice by creating an environment where employees can fulfil their potential, feel valued, and take pride in the work they do.



> Our strength lies in our people and the shared purpose that brings us together

Our workforce profile

The following information represents the demographics of our workforce as of 30 June 2026. Figures do not include the Judiciary who are not employees of the department.

591
Staff employed paid head count

560.9
Full-time equivalent (FTE)

235.3 (42.0%) Frontline (DIRECT)

242.2 (43.2%) Service to government (GOVT)

83.4 (14.9%) Enabling staff (INDIRECT)

437.8 (78.0%) Permanent (ongoing)

112.1 (20.0%) Temporary (fixed period)

15 (2.7%) Casual contract

Employment streams

393.3 (70.1%) Administration Officers

116.0 (20.7%) Professional Officers

4.0 (0.7%) Technical Officers

43.0 (7.7%) Executive Officers

4.6 (0.8%) Early Careers

Our people

46.0 (7.8%) Identify as Aboriginal

417.6 (74.3%) Identify as female

29.0 (4.9%) Identify as having a disability

119.0 (20.1%) Identify as culturally or linguistically diverse

147.0 (24.9%) Have flexible work arrangements

519.9 (92.7%) Work fulltime

Average years of service

- **<1 year:** 144 (24.4%)
- **1 to 4:** 214 (36.2%)
- **5 to 9:** 82 (13.9%)
- **10 to 14:** 54 (9.1%)
- **15 to 19:** 43 (7.3%)
- **20 to 29:** 36 (6.1%)
- **30+:** 18 (3.0%)

Average age profile

- **15–24 years:** 63.69 (11.4%)
- **25–34:** 160.82 (28.7%)
- **35–44:** 113.31 (20.2%)
- **45–54:** 117.50 (21.0%)
- **55–64:** 81.74 (14.6%)
- **65+:** 23.85 (4.3%)

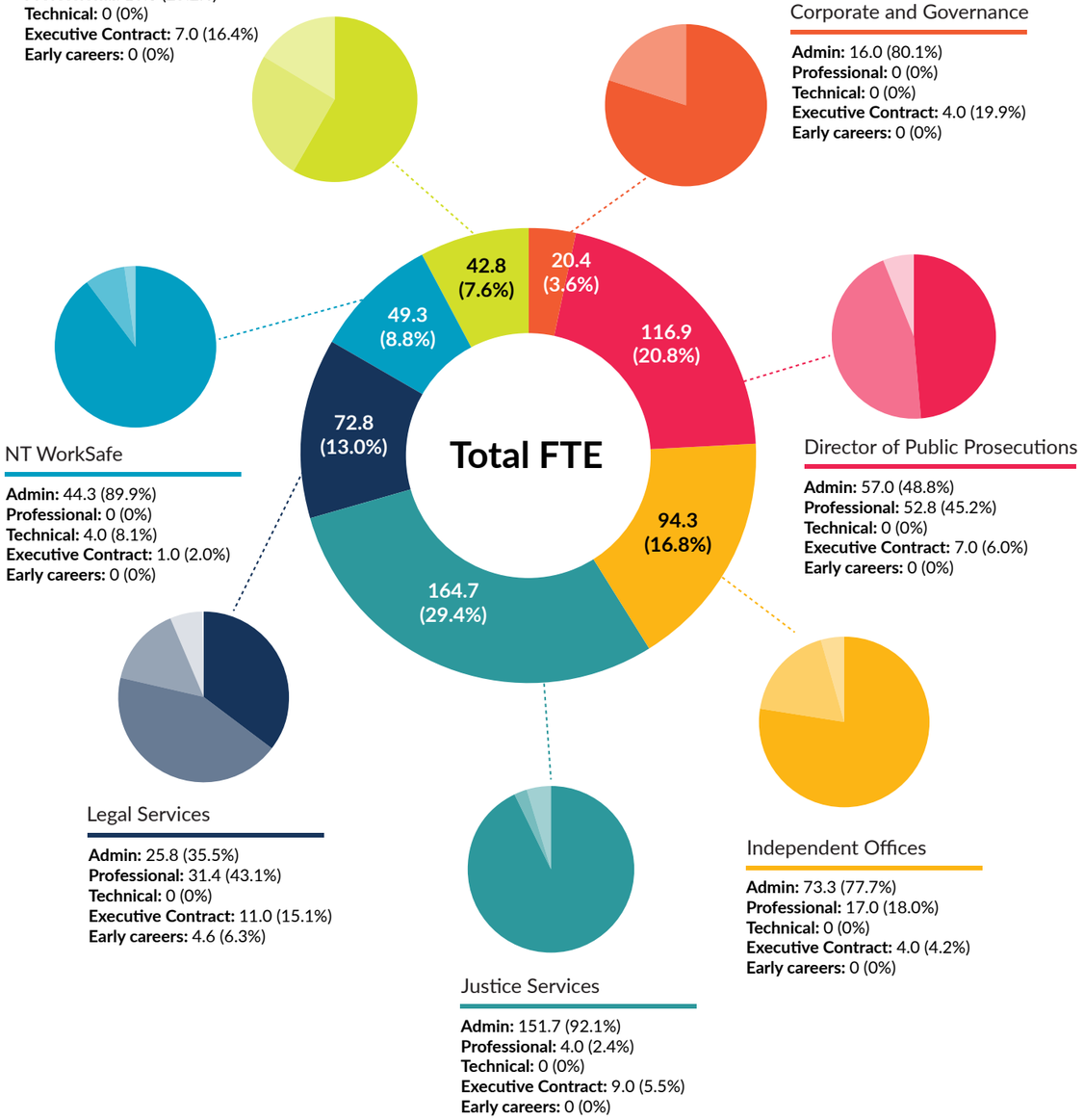
Leadership

141.7 (25.3%) Employees in leadership across AGD (SAO1 equivalent and higher)

100.9 (71.2%) Women in leadership

40.1 (28.3%) Men in leadership

Our workforce across our output groups



Strategic Policy Services

Admin: 25.0 (58.4%)
Professional: 10.8 (25.2%)
Technical: 0 (0%)
Executive Contract: 7.0 (16.4%)
Early careers: 0 (0%)

Corporate and Governance

Admin: 16.0 (80.1%)
Professional: 0 (0%)
Technical: 0 (0%)
Executive Contract: 4.0 (19.9%)
Early careers: 0 (0%)

NT WorkSafe

Admin: 44.3 (89.9%)
Professional: 0 (0%)
Technical: 4.0 (8.1%)
Executive Contract: 1.0 (2.0%)
Early careers: 0 (0%)

Director of Public Prosecutions

Admin: 57.0 (48.8%)
Professional: 52.8 (45.2%)
Technical: 0 (0%)
Executive Contract: 7.0 (6.0%)
Early careers: 0 (0%)

Legal Services

Admin: 25.8 (35.5%)
Professional: 31.4 (43.1%)
Technical: 0 (0%)
Executive Contract: 11.0 (15.1%)
Early careers: 4.6 (6.3%)

Independent Offices

Admin: 73.3 (77.7%)
Professional: 17.0 (18.0%)
Technical: 0 (0%)
Executive Contract: 4.0 (4.2%)
Early careers: 0 (0%)

Justice Services

Admin: 151.7 (92.1%)
Professional: 4.0 (2.4%)
Technical: 0 (0%)
Executive Contract: 9.0 (5.5%)
Early careers: 0 (0%)

Keeping AGD's finances on track

The Administration classification stream is one of AGD's most diverse workforce groups, covering roles that support frontline services, corporate functions and strategic outcomes across the department. Nicole Fitzpatrick's career in finance provides just one example of the varied and important work undertaken by administration employees every day.

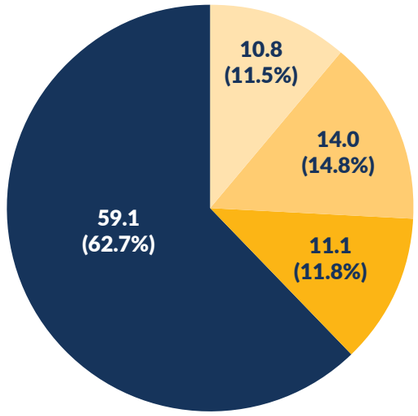
After more than 8 years with AGD, Nicole Fitzpatrick knows that finance is about more than balancing the books. As Finance Manager, Ledgers and Reporting, she helps ensure the department's financial information is accurate, reliable and supports informed decision-making across the organisation.

Nicole enjoys the variety that comes with the role and is passionate about helping colleagues understand the bigger picture behind financial processes and reporting. She says the best part of working at AGD is the people and being part of a culture where everyone's skills, experience and contribution are valued.



Nicole Fitzpatrick, Finance Manager, Business and Enabling Services

FTE by Independent Offices



Total FTE

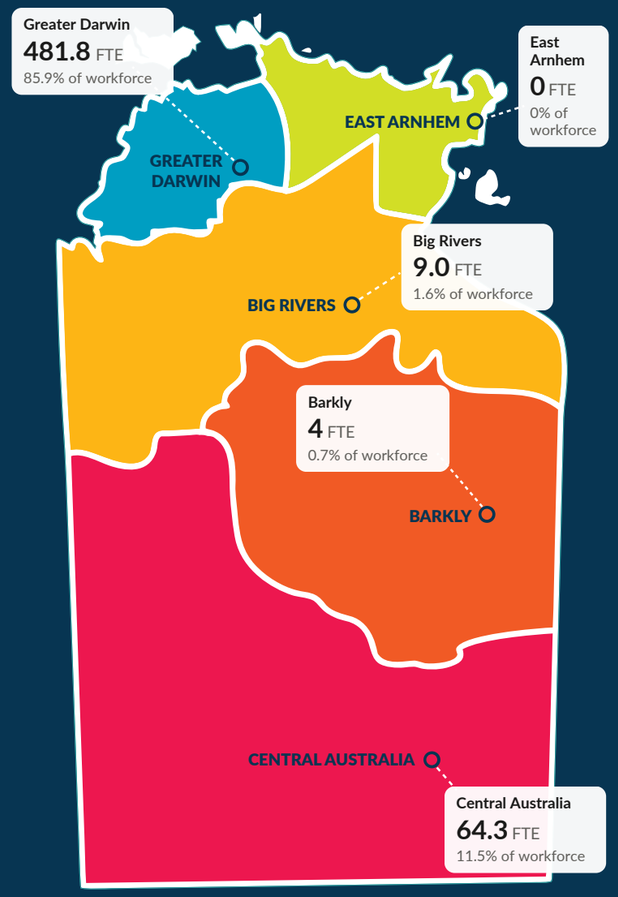
- Public Guardian and Trustee
- Office of the Children's Commission
- Consumer Affairs
- Anti-Discrimination Commission

Division by Output (FTE)

	Corporate and Governance	Director of Public Prosecutions	Independent Offices	Justice Services	Legal Services	NT WorkSafe	Strategic Policy Services
Average age	46.4	36.8	45.2	37.4	37.8	44.9	44.4
Average years of service	10.3	4.1	7.5	6.2	5.1	9.3	8.3
Male	5	36.6	14.8	41.5	15.4	20.5	8.8
Female	15.1	81.2	77.8	123.2	57.5	28.8	34.0

Our workforce across the regions

The department has employees based in most regions across the Territory, primarily located in the major towns of Darwin, Alice Springs, Tennant Creek and Katherine.



Frontline in the regions

FTE and share of each region's workforce

Greater Darwin

Frontline (DIRECT),	**179.0**
Service to Government (GOVT)	**233.2**
Enabling staff (INDIRECT)	**69.5**

East Arnhem

Frontline (DIRECT)	**0**
Service to Government (GOVT)	**0**
Enabling staff (INDIRECT)	**0**

Big Rivers

Frontline (DIRECT)	**6.0**
Service to Government (GOVT)	**1.0**
Enabling staff (INDIRECT)	**2.0**

Barkly

Frontline (DIRECT)	**3.0**
Service to Government (GOVT)	**0**
Enabling staff (INDIRECT)	**1.0**

Central Australia

Frontline (DIRECT)	**46.5**
Service to Government (GOVT)	**7.0**
Enabling staff (INDIRECT)	**10.9**

FTE in the regions by Output group	Greater Darwin	East Arnhem	Big Rivers	Barkly	Central Australia
Corporate and Governance	20.1 (4.2%)	0	0	0	0
Director of Public Prosecutions	91.5 (19.2%)	0	2 (22.2%)	0	23.4 (36.3%)
Independent Offices	88.0 (18.2%)	0	0	0	6.3 (9.8%)
Justice Services	122.0 (25.3%)	0	6.0 (66.7%)	4 (100%)	31.7 (49.2%)
Legal Services	71.8 (14.9%)	0	0	0	1.0 (1.6%)
NT WorkSafe	47.3 (9.8%)	0	1.0 (11.1%)	0	1.0 (1.6%)
Strategic Policy Coordination	41.0 (8.5%)	0	0	0	1.0 (1.6%)



Carrisa Read delivering Young Workers Program

Working across the Territory

Travelling thousands of kilometres each year, NT WorkSafe Inspector Carissa Read helps ensure workers, employers and young people across the Northern Territory have access to workplace safety education and support.

From visiting schools in Nhulunbuy and the Tiwi Islands to engaging with communities in Katherine and Alice Springs, Carissa's role demonstrates how NT WorkSafe staff deliver services well beyond their home location. Regular travel enables inspectors to build relationships with regional communities, respond to local issues and promote safe work practices across the Territory.

One of Carissa's key responsibilities is delivering the Young Workers Program, which prepares young Territorians for their first jobs by teaching workplace rights, responsibilities and hazard awareness. During 2025–26, 476 students participated in the program, with 42% of participants from regional and remote schools.

Carissa's work reflects NT WorkSafe's commitment to supporting safe and healthy workplaces across the Territory, regardless of distance or location.

Our workforce designations

FTE comparison by classification

Classification	2025–26	2024–25	Variation
Administrative Officer 2	11.37	14.59	-3.22
Administrative Officer 3	55.03	51.73	3.30
Administrative Officer 4	98.58	104.00	-5.42
Administrative Officer 5	78.66	67.97	10.69
Administrative Officer 6	57.15	66.27	-9.12
Administrative Officer 7	44.77	50.71	-5.94
Senior Administrative Officer 1	30.32	30.20	0.12
Senior Administrative Officer 2	16.47	14.50	1.97
Executive Officer 2	1.00	2.00	-1.00
Executive Officer Contract 1	23.00	27.04	-4.04
Executive Officer Contract 2	13.00	13.00	0.00
Executive Officer Contract 3	4.00	3.00	1.00
Executive Officer Contract 4	2.00	2.35	-0.35
Executive Officer Contract 6	1.00	1.00	1.00
Professional 1	1.70	2.00	-0.3
Professional 2	27.30	26.00	1.30
Professional 3	36.08	46.84	-10.76
Senior Professional 1	28.27	17.64	10.63
Senior Professional 2	22.66	20.38	2.28
Technical 5	3.00	4.00	-1.00
Technical 6	1.00	1.00	0.00
Graduate	4.55	5.00	-0.45
Attorney-General's Department total	**560.91**	**571.22[1]**	**-9.31**

[1] 2024–25 results amended to remove the judiciary who are not employed by the department.

The judiciary

The judiciary are independent from the department and the public service as per the separation of powers. Funding is appropriated to the department through the NT Budget to support the judiciary, but these positions are not employees of the department.

In 2025–26, the Territory's judiciary and independent statutory office holders comprised 30.5 FTE positions. This included 28.5 FTE judicial officers across the Local Court, Supreme Court, Coroner's Court and Northern Territory Civil and Administrative Tribunal, together with independent statutory office holders in the positions of Director of Public Prosecutions and Solicitor-General. The overall workforce decreased marginally by 0.5 FTE compared with 2024–25.

Public Sector Principles

Part 1A (sections 5A to 5F) of the *Public Sector Employment and Management Act 1993* (PSEMA) sets out the principles that underpin employment and management practices across the Northern Territory Public Sector.

During 2025–26, AGD implemented a range of initiatives to support these principles, including the department-wide rollout of myPerformance, implementation of a new Special Measures Plan 2026–2030, continued investment in employee wellbeing, leadership development and essential training, and strengthened integrity and workplace conduct frameworks.

Public sector principle	Action in 2025–26
Administration Management Principle (PSEMA Section 5B)	AGD continued to deliver services in a manner that supported efficiency, accountability and integrity. Department governance, risk management, recruitment and workforce practices were reviewed and strengthened throughout the year to support responsible stewardship of public resources. No significant concerns regarding compliance with this principle were identified during the reporting period.
Human Resource Management Principle (PSEMA Section 5C)	AGD strengthened workforce capability and employee development through the full implementation of myPerformance, workforce planning activities, leadership development programs and targeted wellbeing initiatives. The department progressed implementation of its Workforce Action Plan and refreshed its Workforce Strategy 2026–29 to support attraction, retention and workforce sustainability.
Merit Principle (PSEMA Section 5D)	Recruitment and promotion decisions continued to be based on merit. AGD's Recruitment Standard reinforces recruitment integrity, merit-based selection, conflict of interest requirements and compliance with Employment Instruction 1. Selection panel members are required to complete merit selection training before participating in recruitment processes.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	AGD continued to promote workforce diversity and inclusion through implementation of its Special Measures Plan 2026–2030, operation of designated Aboriginal positions, targeted development opportunities for Aboriginal employees and cross-cultural capability programs. During the year, 165 employees completed cross-cultural training and the Aboriginal Employees Network continued to support connection and engagement across the department.
Performance and Conduct Principle (PSEMA Section 5F)	AGD promoted a culture of integrity, accountability and respectful workplace behaviour through performance discussions, essential Code of Conduct training, conflict of interest management, integrity policies and workplace behaviour initiatives. Performance and conduct matters were managed in accordance with legislative and policy requirements, supported by strengthened intranet resources and employee guidance on respectful workplaces, bullying and harassment.

Employment Instructions

Employment Instructions issued by the Commissioner for Public Employment provide practical direction to agencies on the application of the PSEMA principles. During 2025–26, AGD complied with its obligations under all relevant Employment Instructions and continued to strengthen department frameworks supporting recruitment, performance, capability, integrity, workplace behaviour, health and wellbeing.

People Matter Survey 2025

Listening, responding and improving

The Northern Territory Public Sector People Matter Survey is conducted every 2 years and gives employees an important opportunity to share their views on leadership, change management, job satisfaction, wellbeing and engagement.

During the reporting period, AGD continued to deliver against commitments made through the 2023 People Matter Survey Response Plan and support employee participation in the 2025 survey.

Key results from 2025 survey

The 2025 survey was conducted from 18 August to 5 September 2025.

AGD achieved its strongest participation result to date, with 473 responses from 595 employees and a response rate of 79%.

Following the release of results, divisions and work units used local reports to discuss outcomes, celebrate strengths and identify practical actions for improvement. At the whole-of-agency level, the results informed the AGD People Matter Survey 2025 Response Plan.

Top headline results

Measure	2025 result	Change from 2023
Survey response rate	79%	+2 pp
Employee engagement	70%	+2 pp
Employee satisfaction	73%	No change
Employee health and wellbeing	79%	+2 pp
Employee experience: recognition	64%	+3 pp
Executive communication	61%	-1 pp
Integrity and Accountability	75%	+2 pp

pp = percentage points

The survey results reinforce that AGD's people are united by a strong sense of purpose and service. Employees continue to see their work as meaningful, understand how it contributes to the department's vision and report positive levels of engagement, satisfaction and wellbeing. Strong results relating to integrity and accountability further reflect the values-based culture that underpins our work across the Territory.

People Matter 2025 Response Plan

In response to the survey, AGD developed a department-wide People Matter Survey 2025 Response Plan, aligned with the Strategic Plan 2025–29, Workforce Action Plan 2025–26 and Mental Health and Wellbeing Strategy 2025–29. The plan focuses on 4 priority areas:

1: Supporting wellbeing and reducing burnout

Strengthening prevention, early support and workload management

2. Strengthening quality feedback

Building regular, constructive and open feedback

3. Elevating recognition

Celebrating achievements consistently and visibly

4. Enhancing visible and connected leadership

Building trust and connection through accessible and transparent leadership

Early action in 2025–26

Early action in 2025–26 included finalising the whole department People Matter Survey 2025 Response Plan, progressing division-level planning to address localised issues, improving physical work environments and reprioritising existing strategies. The department also focused on addressing burnout, stress and workload pressures including by reviewing internal processes to reduce red tape, and researching specialist recruitment and retention resources.

The plan commits AGD to 6-monthly progress reporting to employees, supporting transparency, accountability and visible follow-through on the issues employees identified as most important.

People Matter Survey ACTION You Said We Did!

Strengthening engagement through LinkedIn

In 2025–26, the department established a LinkedIn presence to better showcase its work, highlight its people and support recruitment. This initiative responds to feedback from the People Matter Survey, which identified opportunities to improve engagement and recognition. The page provides a platform to share achievements and promote career pathways, with staff encouraged to engage with approved content and support a more connected and visible organisation.

Developing our people

The department encourages employee development by providing a variety of learning opportunities through myPerformance plans. Programs, whether accredited or not, are delivered through the Department of Corporate and Digital Development (DCDD), Office of the Commissioner for Public Employment (OCPE), and other public education providers. While some training is coordinated centrally to uplift common capabilities (listed in the table below), other training is arranged by individual divisions and team leaders to target technical skills and bespoke capability needs.

Program	Target audience	Completed in 2025–26	Program aims
Integrity Advocates Program	All levels	1	To expand public officers' expertise in public administration ethics, manage corruption risks, and implement practical agency-level integrity projects.
Merit Selection	All levels	150	Mandatory training for all recruitment panel members to be completed every 3 years.
Graduate Development Program	Early careers	5	Develop practical experience across various areas of law and are provided an opportunity to undertake their Practical Legal Training while in the program.
Emerging Leaders Program	Middle managers (CF5 – CF7)	7	To cultivate leadership knowledge, tools and skills to effectively lead and manage across a range of roles and functions in the NTPS.
Leadership for New Managers	Middle managers (CF5 – CF7)	4	To cultivate skills to transition from individual contributor to team leader / manager.
Results through People – Getting great Performance	Middle managers (CF5 – CF9)	7	To provide supervisors and managers with knowledge of the NTPS performance management system, how it is applied, and how to effectively give and receive feedback.
Public Sector Management Program	Middle managers (CF6 – CF8)	1	To enhance management skills, grow networks and understand and manage the business of government.
Senior Leaders Program	Senior leaders (CF8-CF9)	1	To build the capability, confidence and networks of emerging leaders to effectively lead people and performance, and contribute to a high performing, strategically aligned NTPS.
Mini Master of Business Administration (MBA)	Senior leaders (CF8 - CF9)	3	To equip participants with essential knowledge and skills across key areas of strategy, leadership, customers, numbers, change, and action.
Australian Institute of Company Directors Course	Executives (CF9 – CF12)	3	To deepen understanding of organisational governance, strategy, risk management and legal obligations.
Solicitor for the Northern Territory Master Class	SFNT lawyers	55	Professional upskilling and development activities to contribute towards compulsory professional development requirements (CPD) for legal practitioners.

Essential training
Eligible AGD employees progressively complete OneNTG Essential Training modules. Completion requirements vary by role, and each module generally needs to be completed once every 3 years.

SFNT Masterclass
SFNT's annual Masterclass, held in Darwin on 7 November 2025, brought together 55 government lawyers for a full day of professional development and connection. Now approaching its 20th year, the program supports continuing professional development while offering time away from day-to-day legal work to engage with legal colleagues across AGD. Sessions covered legal professional privilege, privacy and cyber law, workplace conduct, public law updates and ethics in government practice.

OneNTG Essential Training

- Creating Respectful Workplaces
- Foundational Cross Cultural Training
- ICAC Mandatory reporting
- Fraud and Corruption Awareness
- ECO Orientation
- NTG Orientation
- Regional and Remote Orientation



Participants of the 2025 SFNT Masterclass



Tracey Ellis receiving graduating certificate from the Hon Jo Hersey MLA

Leaders Emerging from across all regions

The Big Rivers Emerging Leaders Program was delivered in Katherine for the first time in 2025–26, expanding access to leadership development beyond Darwin and Alice Springs. The program builds practical leadership capability through structured learning, peer connection and applied workplace projects.

Ellis Tracey from NT WorkSafe was among the first Katherine participants, completing the twelve-day program over 6 months. In his role as a Senior Work Health and Safety Inspector, Ellis conducts a wide range of regulatory activities across the Territory such as conducting proactive inspections of workplaces across all industry sectors, delivering education and awareness sessions to duty holders, responding to safety concerns, and contributing to incident investigations.

Reflecting on the experience, Ellis said, "Participating in the Emerging Leaders Program has been a significant and enjoyable step in my leadership journey. It provided a supportive environment to challenge my thinking, reflect on my strengths, and identify opportunities for improvement. The opportunity to learn from experienced facilitators, keynote speakers and engage with colleagues from diverse backgrounds further broadened my perspective and reinforced the importance of collaboration, communication, and adaptability in leadership"

In 2025–26, 7 AGD staff participated in the program across the Territory, strengthening leadership capability in both urban and remote locations.

Awards, achievements and milestones

2025 Chief Minister Awards for Excellence

The Chief Minister's Awards for Excellence in the Public Sector recognise innovative initiatives and projects that deliver significant benefits for the Northern Territory.

Presented annually, these awards honour initiatives and individuals who positively impact the Public Sector and the NT community.

Chief Minister's Medal Recipients 2025



Eva Kafetzis with the Chief Minister, Hon Lia Finocchiaro MLA



Naomi Hansen with the Attorney-General, Hon Marie-Clare Boothby MLA

Ms Eva Kafetzis

Eva Kafetzis is Manager Secretariat within Strategic Policy Coordination at AGD. She received the 2025 Chief Minister's Medal for Excellence in the Public Sector for her sustained outstanding service, expert guidance on ministerial and parliamentary processes, and leadership of a high performing secretariat function. Her professionalism, integrity and commitment to capability building have strengthened government operations and supported colleagues across the Northern Territory Public Sector.

Ms Naomi Hansen

Naomi Hanson is the Registrar, Local Court in Katherine with AGD. She received the 2025 Outstanding Aboriginal Leadership Medal in recognition of her strong, culturally grounded leadership and dedication to improving justice outcomes for Aboriginal Territorians. Known for her integrity, calm leadership and commitment to staff wellbeing, Naomi has built a high performing registry and strengthened collaboration between courts, communities and partner agencies.

Chief Minister's Awards 2025

Reducing Crime Legislative Reform

The Reducing Crime Legislative Reform initiative, delivered by the Legislation and Legal Policy Unit in AGD, won the 2025 Safer Territory Award. The project delivered a comprehensive package of legislative reforms to strengthen community safety and reduce reoffending, including significant amendments to bail, sentencing and criminal laws. Delivered within the Government's first 100 days, the reforms introduced stronger protections for workers, expanded police powers, and improved the justice system's ability to respond quickly and effectively to emerging community safety concerns.



Legislation and Legal Policy unit accepting the Safer Territory Award

Acknowledging our finalists

AGD celebrated several teams whose projects were recognised as finalists: NT WorkSafe for **Operation Skyburst,** the Director of Public Prosecutions for the **Targeted Intervention Group**, and the Mental Health Working Group together with the Department of Corporate and Digital Development for **Boosting Resilience.**

Donna Dreier Award

The Donna Dreier Award recognises the achievements of individuals who have demonstrated exceptional potential and professional excellence in the early years of their career. The award recipient for 2025 was Margo Hi.

Margo joined Legal Services as a graduate clerk in January 2021 and progressed to the Litigation Unit in June 2021, working in the Child Protection team. Margo remained in Litigation before winning a role in the Commercial Unit in 2024.

Margo has been involved with various volunteer groups in the last few years including the NT Young Lawyers, Charles Darwin University Law Student's Society and Multicultural Youth NT. She plans to use the award to undertake further studies towards a Masters of Law (Applied Law) majoring in either Government and Public Sector Law or Commercial Litigation. Her dedication and impact exemplify the spirit of the Donna Dreier Award.



CEO, Leonique Swart presenting Margo Hi with the Donna Drier Award

Legal admissions ceremonies

In 2025–26, 4 graduates from SFNT and DPP were admitted to practice at the Supreme Court of the Northern Territory. These graduates can now obtain their practising certificate and practice law in Australia.



AGD's first collective recognition event

Service milestones

Service Milestones acknowledge eligible Northern Territory Public Sector (NTPS) employees who reach significant service milestones in government. In 2025–26, a total of 32 employees from the department were recognised for their commitment.

In 2025-26, the department held a formal recognition event for 9 employees who agreed to be publicly recognised for reaching 10, 20 and 35 years of service milestones, representing a combined 135 years of public sector commitment. The event included remarks from the CEO, certificate presentations, individual and group photos, and afternoon tea, providing an opportunity for colleagues, supervisors and leaders to acknowledge the dedication, contribution and ongoing service of milestone recipients.

Years of Service	TOTAL
10	20
20	7
30	3
35	2
40	0
50+	0

A lifetime of service

Wendy Endenburg retired in October 2025 after an outstanding 46-year career with the Attorney-General's Department. Since commencing at the Magistrates Court in 1979, she served across courts and land administration, progressing to Senior Deputy Registrar-General.

Throughout her career, Wendy worked alongside several Registrars-General and played a significant role in modernising and improving registry services. One of her most notable achievements was implementing the Remote Births, Deaths and Marriages service, travelling to communities across the Northern Territory to help people obtain formal identity documents. For many individuals, this was the first time they had been issued official identification, opening access to essential services and opportunities. Wendy's dedication, expertise and commitment have left a lasting legacy, helping shape services for Territorians over nearly 5 decades.

05

OUR CORPORATE GOVERNANCE

Corporate governance framework 71

Legislation administered 72

Leadership and committee oversight 72

Risk, compliance and assurance 74

Information management 76

Work health, safety and wellbeing 78

Emergency management 80

05

Our corporate governance

Good governance is fundamental to the Attorney-General's Department's ability to deliver services, meet its statutory obligations and maintain public trust. It provides the foundation for accountability, transparency, ethical decision-making and the effective stewardship of public resources.

Throughout 2025–26, AGD continued to strengthen its governance arrangements to support organisational effectiveness, manage risk and improve decision-making across the department. Particular focus was placed on enhancing the department's approach to risk management and integrity, including the introduction of a new Integrity Framework and the continued maturity of enterprise risk management practices.

Together, these arrangements support the department to operate responsibly, respond to emerging challenges and deliver on its strategic priorities for the benefit of Territorians.

> Integrity is our licence to serve. It is the foundation of public trust.



Corporate governance framework

The department's corporate governance framework provides the structure through which the department is directed, managed and held accountable. It supports sound decision-making, effective performance, compliance with legislative obligations and the achievement of strategic objectives.

The framework reflects the department's broad responsibilities and brings together the key elements required to govern a contemporary public sector organisation. These include:

- the legislative environment in which the department operates, including the administration of 152 Acts and associated subordinate legislation
- leadership oversight through the Chief Executive Officer, Executive Leadership Team and supporting governance committees
- risk management, compliance and assurance activities that strengthen accountability and organisational performance
- information management systems and practices that support transparency, privacy, records management and access to information
- work health, safety and wellbeing arrangements that help create a safe, healthy and supportive workplace
- emergency management and business continuity arrangements that support preparedness, resilience and service continuity during disruptions.

Together, these elements provide a clear line of sight from strategy through to delivery. They help ensure the department remains focused on its purpose, manages risks appropriately, meets its legal obligations and continues to deliver trusted services to the Northern Territory community.

> Strong governance is not just about oversight and compliance. It provides the confidence to make informed decisions, manage risk effectively and deliver services that Territorians can trust.

Legislation administered

The department's functions are determined by the Administrative Arrangements Order and are also described in the "Our department" section of this report.

The Administrative Arrangements Order dated 1 June 2026 gives the Attorney-General responsibility for administering 152 Acts of the Northern Territory through the Attorney-General's Department, supported by associated subordinate legislation. These laws underpin the department's responsibilities across courts and tribunals, legal services, justice policy, worker safety, consumer protection, registration services and statutory offices.

The department meets its statutory obligations through its divisions, appointed statutory officers and independent statutory offices. Governance, reporting and assurance arrangements support compliance and promote accountability in the exercise of these functions.

The full list of legislation administered is provided at Appendix 1.

A list of statutory boards and committees established under legislation administered by the department is provided at Appendix 2.

Legislative reform in 2025–26

During the reporting period, the department progressed a number of legislative amendments to support the government's priorities, strengthen the justice system and improve community outcomes.

Details of legislation developed by the department and enacted during the year are set out below.

Act No.	Legislation	Date of assent
15th Assembly 2025		
20	*Defamation Legislation Amendment Act 2025*	10 August 2025
21	*Youth Justice Legislation Amendment Act 2025**	11 August 2025
27	*Anti-Discrimination Amendment Act 2025*	30 October 2025
35	*Attorney-General and Police Legislation Amendment Act 2025*	5 December 2025
15th Assembly 2026		
3	*Statute Law Revision and Repeals Act 2026*	9 February 2026
5	*Sentencing Amendment (Murder) Act 2026*	31 March 2026
6	*Bail Amendment Act 2026*	31 March 2026
9	*Electrical Safety Amendment Act 2026*	14 April 2026
11	*Criminal Procedure Legislation Amendment Act 2026*	28 May 2026

*Act delivered by the Legislation and Legal Policy Unit within AGD on behalf of another department.

Leadership and committee oversight

AGD maintains a clear accountability structure to support effective leadership, ethical conduct and sound decision-making.

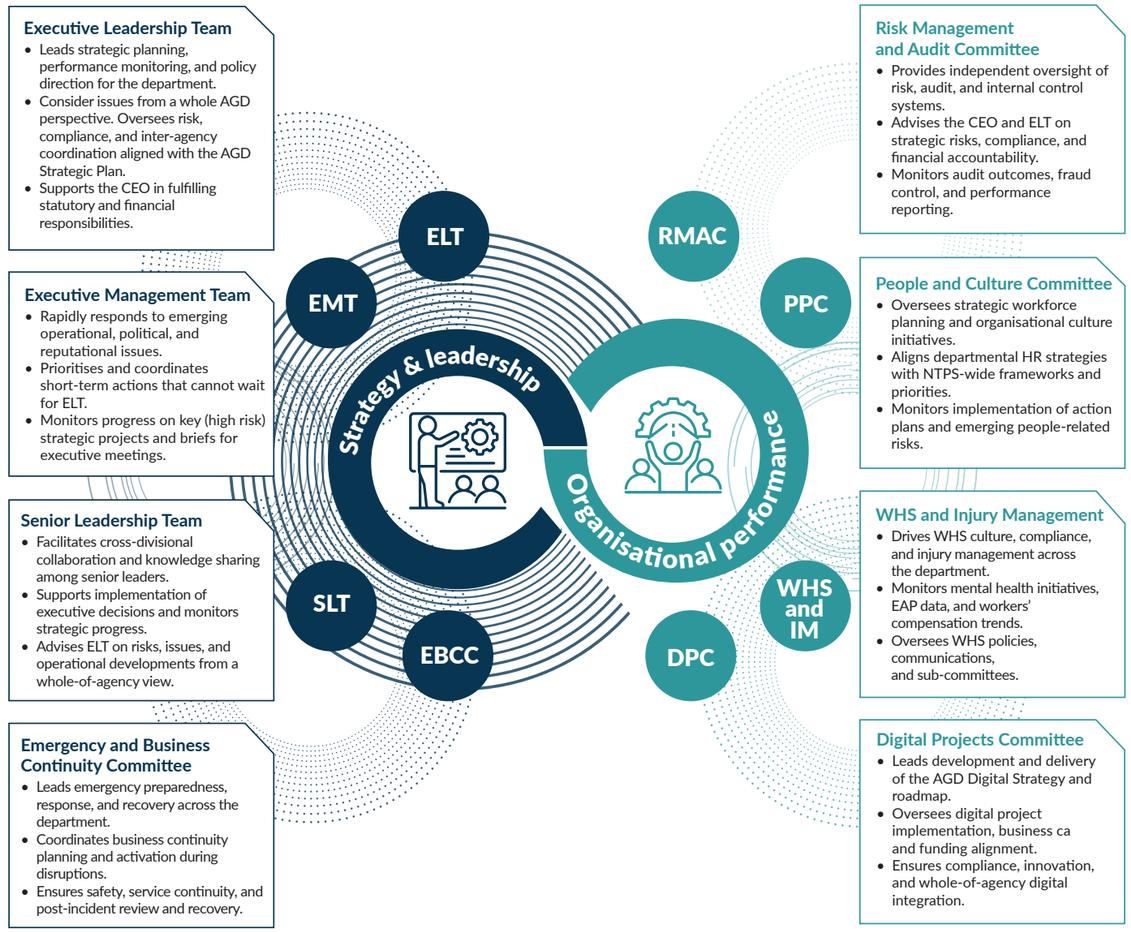
The department is led by the Chief Executive, supported by the Executive Leadership Team. Together, they set strategic direction, oversee performance and ensure the department's functions are delivered effectively.

A structured governance committee framework supports these arrangements. Committees play a key role in monitoring performance, overseeing risk, strengthening compliance and supporting delivery of key priorities. They also provide a mechanism for escalating issues and ensuring coordinated decision-making across the department.

These governance structures ensure responsibilities are clearly defined, decisions are appropriately supported, and accountability is maintained at all levels.

AGD's Governance Committee structure is presented on the following page.

AGD Governance Committee structure



> Good governance creates a clear line of sight from strategy to delivery, ensuring decisions are informed, accountable and aligned to the outcomes we seek to achieve.

Building integrity through insight

Lisda Hanaruddin (CJRESU) completed the Integrity Advocates Program, applying her learning through an department-wide integrity survey.

The results provided clear, practical insights into risks and behaviours across AGD and directly informed the development of the new Integrity Framework launched in 2026.

Her work strengthened how integrity is understood and embedded across the department.

Risk, compliance and assurance

Audit, Risk and Integrity Unit

The Audit, Risk and Integrity Unit plays a central role in supporting the department's governance framework by providing oversight of audit, risk and integrity arrangements.

The unit is responsible for stewarding the department's core governance frameworks, coordinating assurance activities, and monitoring the effectiveness of internal controls. It supports the Executive Leadership Team and governance committees by providing independent advice, insights and reporting on key risks, control environments and compliance obligations.

Through this role, the unit helps ensure that risks are appropriately identified and managed, controls are operating effectively, and the department maintains a strong culture of integrity, accountability and continuous improvement.

Risk management

AGD maintains a structured and integrated approach to risk management, compliance and assurance.

The department's Risk Management Framework, Risk Appetite Statement and supporting risk registers enable a consistent approach to identifying, assessing, treating and monitoring risks across both strategic and operational levels. Risk management is embedded in planning, performance monitoring and decision-making processes across the department.

Assurance and internal audit

The department's first Assurance Map brings together all sources of assurance activity into a single, consolidated view. Based on a three lines of defence model, it aligns operational controls, oversight functions and internal audit, while also incorporating external assurance activities. This provides visibility of assurance coverage, supports identification of gaps and duplication, and ensures effort is focused on the areas of greatest risk.

Internal Audit Key Performance Indicators

KPI	Target	Result
Full completion of the internal audit plan	100%	75%[1]
Increased take-up of advisory services	At least 20% of projects	40%
Positive feedback from key stakeholders[2]	Satisfactory rating or above	Achieved
Feedback on progress of audit actions in NT Auditor-General reports	Not raised in the report as an issue	No issue raised
Performance / career development plans for all team members	100%	100%
Improved self-assessment against strategic and work plans	Satisfactory rating or above	Achieved

[1] Three of the four planned audits were completed. One audit was deferred due to resourcing constraints arising from a vacant position and flood relief commitments.

[2] Stakeholder satisfaction is based on the annual survey of the Executive Leadership Group and RMAC.

Internal audit forms a key part of the assurance framework. Audit activities are guided by a risk-based Internal Audit Strategic Plan and Rolling Internal Audit Plan, ensuring audits are targeted to areas of highest priority. Findings and recommendations support continuous improvement and strengthen internal controls across the department.

During the reporting period, 3 internal audits were completed.

Internal Audit	Objective	Status
Employee exit process	Assess the department's controls over the employee exit process, to determine their effectiveness for improving workforce attraction and retention and managing information security and financial risks.	Complete
Cabinet information security measures	Assess compliance of the department's handling of Cabinet material. The scope includes checks required in the mandated Cabinet Information Security questionnaire.	Complete
Procurement audit	Assess the effectiveness of the department's internal controls for Tier 3 to Tier 5 procurement transactions, with a focus on approval processes, conflict of interest management, and contract management practices, with particular emphasis on contract administration and ongoing oversight.	Complete
Trust management and estate administration processes	Review the Public Guardian and Trustee's trust management and estate administration processes to assess whether existing controls enable achievement of process objectives.	Deferred to 2026–27

The following external audit was undertaken by the Auditor-General's Office during the reporting period:

External Audit	Objective	Status
Common funds of the Public Trustee for the Northern Territory – Interim Financial Statements Audit for the year ending 30 June 2026	The principal objective in the interim audit phase is to test the operation of the controls within the main financial systems.	Complete

Governance frameworks and controls

The department maintains a suite of governance frameworks, policies and plans that support compliance with the *Financial Management Act 1995*, Treasurer's Directions, PSEMA, *Information Act 2002*, *Work Health and Safety (National Uniform Legislation) Act 2014* and align with recognised internal audit and risk management standards.

These frameworks provide a consistent and structured approach to integrity, risk management, internal control and assurance across the department.

Key frameworks

- Integrity Framework
- Fraud and Improper Conduct Policy
- Fraud Control Plan
- Risk Management Policy
- Risk Appetite Statement
- Internal Audit Strategic Plan
- Rolling four-year Internal Audit Plan
- Assurance Map
- Internal audit methodology and guidance materials
- Conflict of Interest Policy and registers
- Gifts and Benefits Policy and registers
- Delegations and financial management controls
- Supporting guidance materials and information sheets

Launch of AGD's Integrity Framework

During the reporting period, AGD strengthened its approach to integrity through the release of a new Integrity Framework and an updated Fraud, Improper Conduct and Control Policy. Together, these instruments provide a practical, clear and more consistent approach to integrity, fraud prevention, accountability and speaking-up across the department.

The Integrity Framework brings together the department's key obligations, systems, policies and values into a single, coherent foundation for ethical decision-making. The updated policy strengthens arrangements for preventing, detecting and responding to fraud and improper conduct, supported by a suite of practical guidance materials for staff.

These measures reinforce AGD's expectation that integrity is a shared responsibility and support a culture in which staff are encouraged to seek advice early, raise concerns, and act with accountability, fairness and respect.

> Integrity is strengthened when expectations are clear, people are supported to speak up, and accountability is embedded in everyday decision-making.



Information management

The *Information Act 2002* establishes the framework for the management of information across the department, including access to information, privacy and records management.

AGD supports access to government information while ensuring appropriate protections are in place where disclosure would be contrary to the public interest or would compromise personal privacy.

Information held by the department

The types of information held by the department are outlined in Appendix 3. Information on how to submit a request under the Act, as well as available information, can be found on the department's website: **agd.nt.gov.au/access-to-information**

Freedom of Information

Freedom of Information (FOI) administration is managed centrally by the Department of Corporate and Digital Development (DCDD), with AGD responsible for document searches and statutory decision-making under the Act.

The department maintains records in accordance with Northern Territory Government standards, supported by shared services arrangements. Territory Records Manager is used as the primary system for managing records and supporting compliance and information sharing.

Summary data on FOI applications is provided on the following page.



Applications to access government information

Requests Processed by DCDD FOI unit in accordance with the *Information Act 2002*	Totals
Applications carried forward from previous reporting period	
Applications to access personal information	6
Applications to access government information	3
Applications to access mixed government and personal information	2
Applications for correction of personal information	0
Internal reviews	0
Complaints	0
Total brought forward	**11**
New applications received during reporting period	
Applications to access personal information	50
Applications to access government information	37
Applications to access mixed government and personal information	22
Applications for correction of personal information	0
Internal reviews	8
Complaints	1
Total received	**118**
Applications finalised during reporting period	
Request for information - applications withdrawn	16
Request for information - applications transferred	0
Request for information - access granted in full	5
Request for information - access granted in part	37
Request for information - access refused in full - application not valid	13
Request for information - access refused in full - other[1]	33
Corrections of personal information	0
Internal reviews	8
Complaints	0
Total finalised	**112**

Requests Processed by DCDD FOI unit in accordance with the *Information Act 2002*	Totals
Applications carried forward to next reporting period	
Applications to access personal information	10
Applications to access government information	4
Applications to access mixed government and personal information	2
Applications for correction of personal information	0
Internal reviews	0
Complaints	1
Total carried forward	**17**
Timeliness of requests finalised during reporting period[2]	
Applications handled within 30 days	52
Applications handled exceeding 30 days	32
Corrections handled within 30 days	0
Corrections handled exceeding 30 days	0
Internal reviews handled within 30 days	8
Internal reviews handled exceeding 30 days	0
Complaints (all complaints are handled by the Office of the Information Commissioner according to OIC timeframes)	0

[1] For reporting purposes, 'Access refused in full - other' includes refusal based on exemptions; it also includes refusal on the grounds that the information cannot be found or does not exist, that the information is not covered by the Act, and for reasons including that fees were not paid, and because of unreasonable interference with operations.

[2] This only includes matters finalised by way of decision, which includes applications transferred, applications where access was granted in full/part/refused in full, corrections, internal reviews and complaints. Numbers may not match up with total for 'Applications finalised during the reporting period' as that includes matters finalised on any basis.

Work health, safety and wellbeing

The department is committed to maintaining a safe, healthy and supportive workplace for employees, contractors and visitors.

Work health and safety is managed through a proactive approach focused on hazard identification, communication, and shared accountability across all levels of the organisation. Safety is integrated into workplace practices to prevent injury and support wellbeing.

Employees contribute to these arrangements through participation as Fire Wardens, First Aid Officers, Mental Health First Aid Officers and members of local Emergency Management and WHS committees.

Mental Health First Aid Officers

The department has 12 trained and accredited Mental Health First Aid Officers who provide early, non-clinical support, encourage help-seeking and help foster a safe and supportive workplace culture.

Cassie Legg, a Policy Lawyer in the Legislation and Legal Policy Unit, is recognised as one of AGD's inaugural officers. Through this role, Cassie helps create a workplace where colleagues feel comfortable speaking up, feel heard without judgement and are guided towards appropriate support when needed.



Casse Legg, inaugural AGD Mental Health First Aid Officer

> Sometimes people just need a safe, non-judgemental space where they feel comfortable talking and know they're being listened to

Key achievements

During 2025–26, the department progressed a range of initiatives to support health, safety and wellbeing, including implementation of the Mental Health and Wellbeing Strategy 2025–29, expansion of support services, delivery of targeted training and early action on WHS-related responses from the People Matter Survey.

Key activities included:

- establishing Mental Health First Aid Officers and Wellbeing Champions and related communities of practice
- delivering targeted training on mental health, wellbeing, safety and resilience including:
  - Mental Health First Aid training
  - Resilience training
  - Vicarious Trauma training
  - Developing Balance
  - Keeping Active
  - Time-management in a high volume/high pressure environment
  - Incident Response Plan familiarisation
  - Incident reporting and investigation
  - First Aid, Advanced Resuscitation, Epi Pen use and Fire Warden training
  - Operating 4WD vehicles
- maintaining WHS and emergency management committees across locations
- new Terms of Reference approved to establish senior WHS and Injury Management Committee
- commenced a review of office environments, security and equipment to support safer, more secure and better-equipped workplaces, with early actions including:
  - replacement of obsolete and non-ergonomic equipment
  - improved lighting and rebalancing of air-conditioning
  - security assessment recommendations, including additional CCTV cameras, external lighting and updated security and access control protocols.
- progressed the refresh of resources, guidance and support tools accessible to employees for health, safety and wellbeing on the department's intranet.

These initiatives support a safer workplace and contribute to the department's broader focus on building a resilient and capable workforce.

Incident reporting

Incidents are managed through the NTG Figtree online reporting system.

There were 42 reported incidents in 2025–26, down from 44 in 2024–25. This included 21 near misses, 4 more than the previous year, and no notifiable incidents under section 35 of the *Work Health and Safety (Uniform Legislation) Act 2011*, a decrease of 3 from 2024–25

Workers compensation

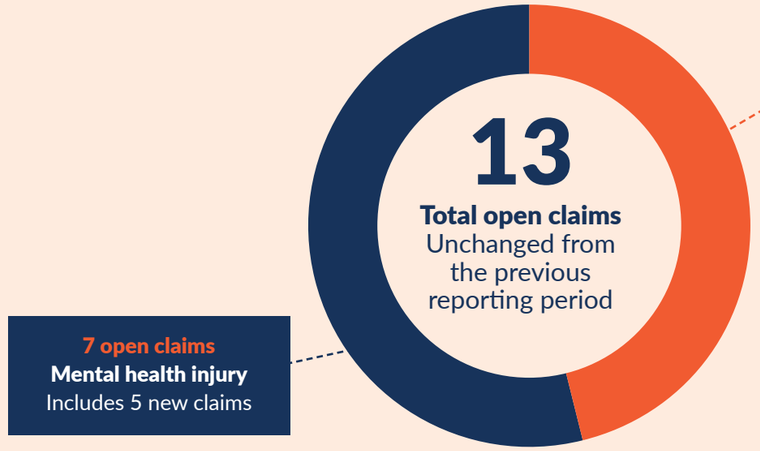
Gallagher Bassett manages Northern Territory Public Service workers' compensation claims on behalf of agencies. The department pays an annual workers compensation premium to the Department of Treasury and Finance.

During 2025–26, 7 workers compensation claims were closed and 5 new claims were lodged. At 30 June 2026, the department had 13 open workers compensation claims, unchanged from the previous reporting period.

Mental health injury claims continue to be an area of focus, with new mental health claims increasing over the past 3 reporting periods, from one claim in 2023–24, to 3 in 2024–25 and 5 in 2025–26.

By contrast, new physical injury claims have continued to decline, reducing from 5 claims in 2023–24, one in 2024–25 and no new physical injury claims in 2025–26.

Open claims by injury type at 30 June 2026



Key point:	Open claims remained stable	Mental health injury claims increased	Physical injury claims declined	Claims closed during the year
2025–2026 Result:	13 open claims	5 new claims	0 new claims	7 claims closed

Emergency management

The department plays an important role in supporting whole-of-government emergency preparedness, response and recovery efforts, while also ensuring the continuity of critical justice and legal services during emergency events.

During 2025–26, the Northern Territory experienced an unprecedented wet season, including Cyclone Fina in the Top End, significant flooding across Central Australia and 2 major flood events in Katherine. These events affected communities, infrastructure and government services and required a coordinated response across agencies.

AGD maintained a high level of readiness through established emergency management arrangements, local emergency management committees and site-based emergency plans.

The department's cyclone preparedness arrangements were activated during Cyclone Fina, supporting effective communication, staff safety and service continuity across affected locations.

Supporting emergency response and recovery

AGD employees made a significant contribution to whole-of-government emergency response efforts during the year. Ten employees were deployed for periods ranging from 4 weeks to 3 months to support emergency operations, including evacuation centre management, incident response activities and community recovery efforts. Additional employees assisted on an ad hoc basis with emergency payments, rostering, weekend response activities and recovery operations.

The emergency events also created additional operational demands for the department. Staff responded to impacts on court facilities and service delivery, coordinated business continuity arrangements and supported recovery activities across affected locations.

Supporting local communities

Major flooding events in Katherine and Alice Springs required significant local responses. In Katherine, courthouse and NT WorkSafe employees supported preparedness and recovery activities, including sandbagging efforts and extensive clean-up works at the Katherine Courthouse to enable services to recommence safely following flood impacts.

In Alice Springs, flooding affected the Alice Springs Courthouse and surrounding infrastructure. Staff worked collaboratively to support recovery efforts, minimise disruption and maintain access to critical court services during a challenging period.

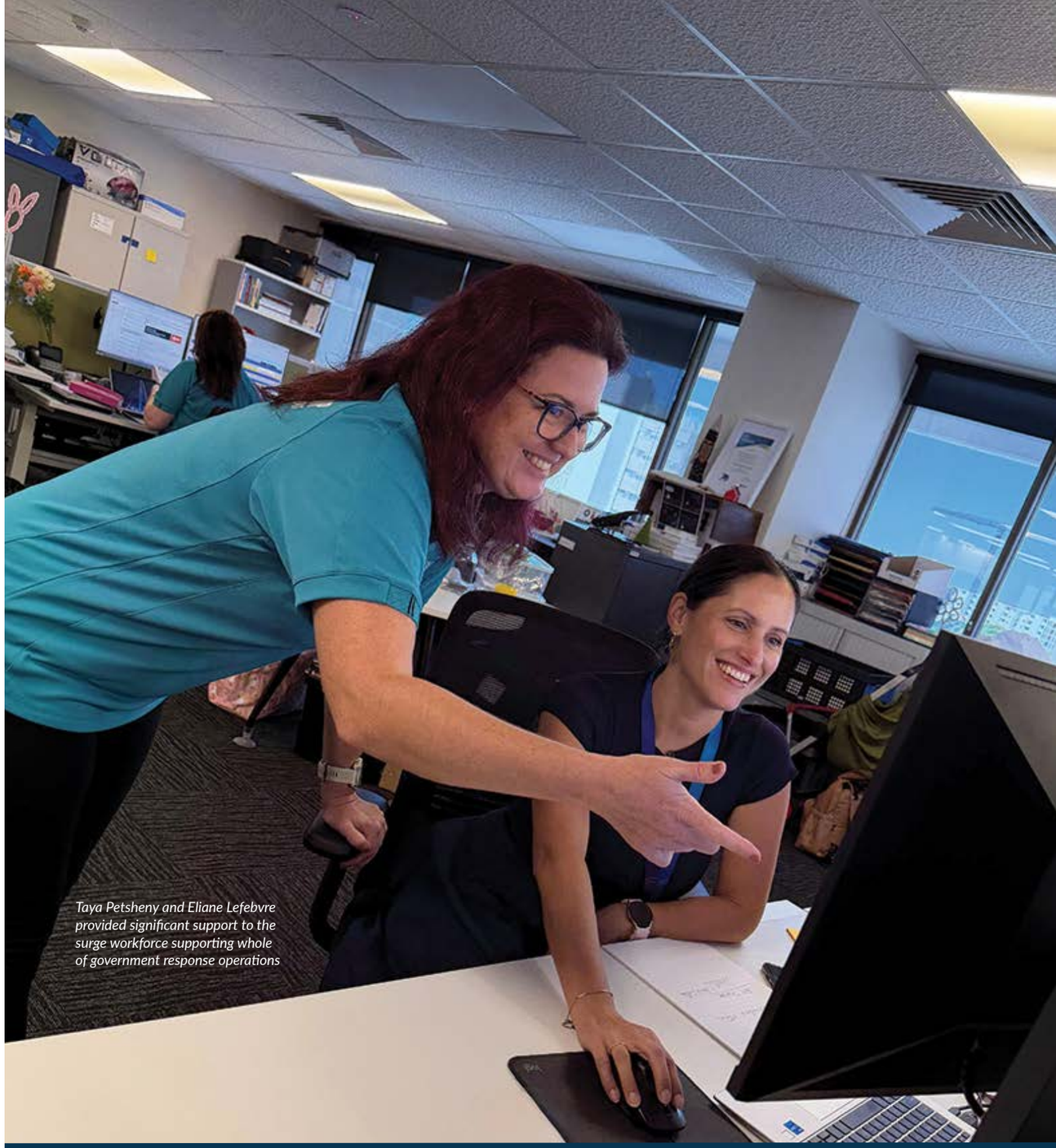
Key achievements

During 2025–26, the department:

- maintained emergency preparedness arrangements across all major workplaces
- activated business continuity and emergency response arrangements during Cyclone Fina and flood events
- deployed 10 employees to support whole-of-government emergency response operations
- provided additional staff support for emergency payments, rostering and recovery activities
- maintained critical justice and legal services during emergency events
- supported recovery and clean-up activities at impacted court facilities in Katherine and Alice Springs.

Whole of government emergency response





Taya Petsheny and Eliane Lefebvre provided significant support to the surge workforce supporting whole of government response operations

Department staff supporting emergency management efforts

Department employees supported unprecedented flood and cyclone response efforts across the Territory — keeping courts operating in Alice Springs while flooding was addressed, sandbagging and helping clean up buildings in Katherine, and contributing 10 staff to the surge workforce coordinated by the Department of Children and Families. Staff assisted with frontline reception, registration and administration, logistics, rostering, welfare checks, transport coordination and other operational support for affected communities.

7 employees supported the surge workforce for 4 weeks, 2 remained for nearly 3 months, and one stayed from the outset until the response wound up. Some employees also continued supporting weekend work after returning to their usual roles.

06

OUR FINANCIAL PERFORMANCE

Financial highlights 85

Operating performance 86

Operating income 87

Operating expenses 89

Grant funding 90

Certification of the financial statements 92

Comprehensive operating statement 93

06

Our financial performance

This Section of the report provides an analysis of the financial outcome of the Attorney-General's department for the year ended 30 June 2026.

Our financial statements are prepared on an accrual basis consistent with the Northern Territory Government's fiscal management framework and the Australian Accounting Standards.

The department's financial performance is reported in the following financial statements:

- comprehensive operating statement
- balance sheet
- statement of changes in equity
- cash flow statement
- notes accompanying these statements.

> Our financial decisions are guided by a commitment to achieving meaningful outcomes for Territorians and supporting the Government's priorities.



Financial highlights

In 2025–26 the department incurred expenses totalling $243.5 million against a revised budget of $248.0 million, an underspend of $4.5 million.

$243.5M Total expenses

$248.0M Revised budget

$4.5M Underspend

$4.9 million below budget result for employee expenses due to vacancies

↘ **$4.9M** Below budget

$1.5 million above budget result for purchases of goods and services primarily due to outsourcing

↗ **$1.5M** Above budget

$1.4 million below budget result for grant payments

↘ **$1.4M** Below budget

$0.4 million below budget result for services of received free of charge

↘ **$0.4M** Below budget

$0.6 million above budget result for depreciation due to the revaluation of the department's existing assets

↗ **$0.6M** Above budget

Note: The above figures exclude income and expenditure managed for the Central Holding Authority

2025–26 Operating Performance

In 2025–26, the Attorney-General's Department managed total operating expenditure of $243.5 million and had an operating income of $240.5 million. The department's expenditure reflects its broad responsibilities, including courts and tribunals, legal assistance, public prosecutions, strategic policy, regulatory services and support for independent statutory offices.

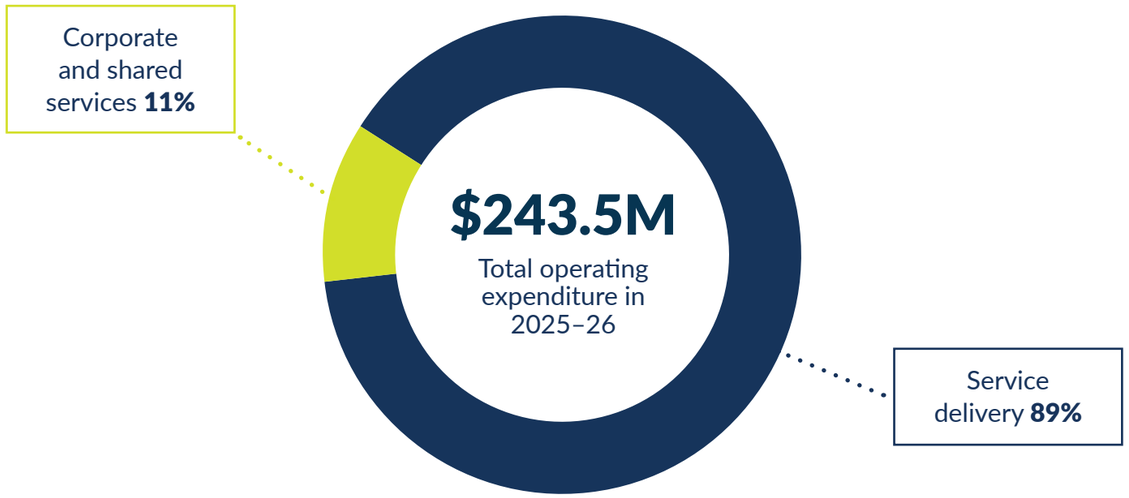
Responsible financial management remained a key focus throughout the year, with resources directed towards service delivery priorities, implementation of Government commitments, and maintaining essential frontline services.

Note the below figures exclude income and expenditure managed for the Central Holding Authority.

By activity

The department's operating expenditure was primarily directed towards service delivery activities, representing 89% of total expenditure

2025–26 Operating performance



By output group

The table below outlines expenditure across the department's output groups compared with the revised budget.

Output Group	Full year				Notes
	Budget ($000)	Actual ($000)	Variance ($000)	Variance %	
Legal Services	22,790	19,900	2,890	14.5%	1
Strategic Policy Services	89,930	87,836	2,094	2.4%	2
Justice Services	55,263	58,972	(3,709)	-6.3%	3
Director of Public Prosecutions	22,857	24,358	(1,501)	-6.2%	4
Independent Offices	16,213	15,479	734	4.7%	
NT WorkSafe	9,805	9,094	711	7.8%	5
Corporate and Shared Services	31,112	27,816	3,296	11.8%	6
Total expenses	**247,970**	**243,455**	**4,515**	**1.8%**	

1. Variance within the Legal Services output group is primarily due to staff vacancies and lower numbers of financial assistance payments to Territorian's who have been the victim of a crime.
2. Variance within the Strategic Policy Services output group is primarily due to lower than budget grant payments.
3. Variance within the Justice Services output group is primarily due to above budget operational spending in the Higher Courts and NT Civil and Administrative Tribunals outputs, partially offset by an increased operating budget for the Registrar-General that is associated with a greater volume of land transactions.
4. Variance within the Director of Public Prosecutions output group is primarily due to staff vacancies that required the engagement of external lawyers to meet the high activity levels in the criminal justice system.
5. Variance within NT WorkSafe output group is primarily due to vacancies and increases to operating budgets associated with higher revenue.
6. Variance within Corporate and Shared Services output group is primarily due to vacancies and unspent carryovers from 2024–25.

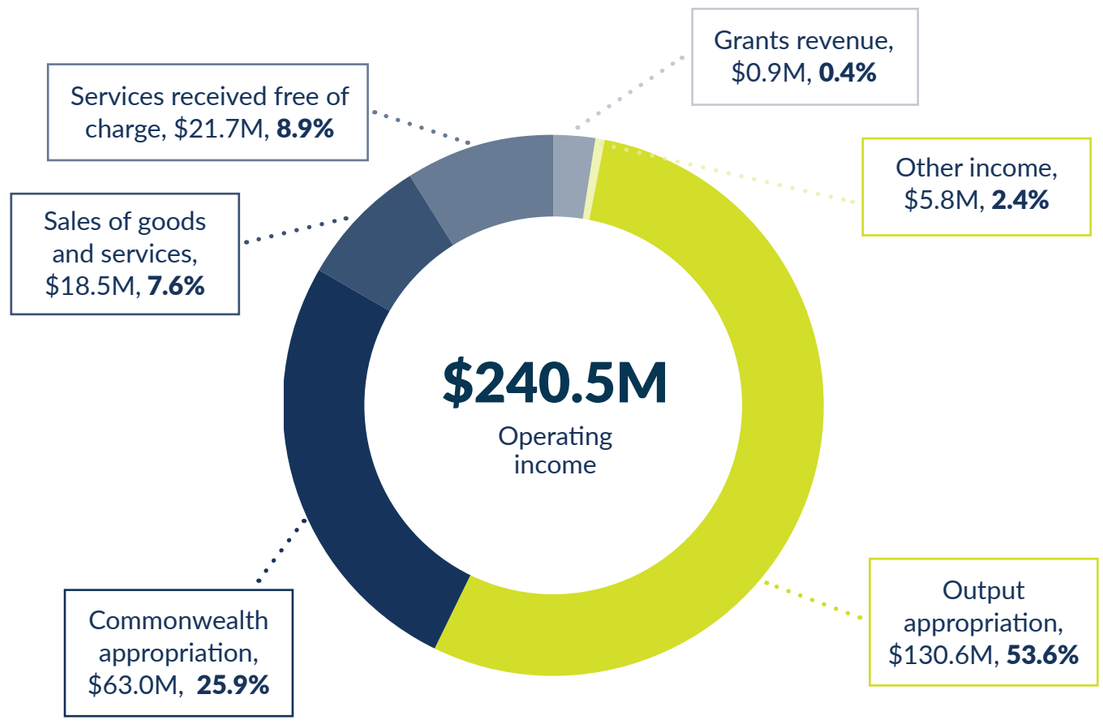
Operating income

In 2025–26 the department received $240.5 million in revenue, an increase of $31.4 million compared to 2024–25 ($209.1 million).

This increase was mainly due to an increase in Commonwealth appropriation as the previous National Legal to Justice Partnership is broader than the National Legal Assistance Partnership it replaced, higher free of charge revenue primarily due to an update to the Department of Corporate and Digital Development cost allocation model and higher sales of goods and services primarily due to a greater volume of property transactions. These revenue increases are partially offset by lower output appropriation.

Composition of operating income for 2025–26

The department received revenue from 5 main sources



Commonwealth appropriation ($63.0 million) comprised:

- National Access to Justice Partnership for the provision of legal assistance of $61.9 million
- specialised and trauma-informed legal services of $0.6 million
- Family Law Information Sharing partnership of $0.3 million
- Northern Territory Remote Aboriginal Investment – Alcohol Harm Reduction of $0.1 million
- implementation of Mandatory Country of Origin Labelling for Seafood of $0.1 million

Goods and services received free of charge ($21.7 million) comprised:

- centralised corporate services functions provided by the Department of Corporate and Digital Development ($19.6 million); and
- centralised repairs and maintenance and other infrastructure services provided by the Department of Logistics and Infrastructure ($2.1 million).

Sales of goods and services ($18.5 million) comprised:

- Land Titles Office fees and levies of $9.0 million
- NT WorkSafe Insurance and other sales of $4.0 million
- Public Trustee commission, fees and levies of $2.2 million
- Supreme Court fees of $1.2 million
- Births, deaths and marriages fees and levies of $1.1 million
- Northern Territory Civil and Administration Tribunal fees of $0.4 million
- Lower Courts fees of $0.2 million
- Anti-Discrimination Commission – training of $0.2 million

Other income ($5.8 million) comprised:

- $3.9 million for Victims of Crime Levies
- $1.2 million transferred from the Fund established under the *Agents Licensing Act 1979* to support the Commissioner of Tenancy and conduct the Tenants advice service
- Family Court and Federal Court rent of $0.5 million

Commonwealth Appropriation

National Access to Justice Partnership
The objective of the National Access to Justice Partnership is to contribute to integrated, efficient, effective and appropriate legal assistance services which are focussed on improving outcomes and keeping the justice system accessible for people experiencing vulnerability and financial disadvantage, within available resources.

Specialised and trauma-informed legal services
Pilot the delivery of legal and non-legal services to victims and survivors of sexual violence to support their safe and informed participation in the justice system, guide their own goals in their journey of recovery.

Family Law Information Sharing
Support the delivery of the National Strategic Framework for information Sharing between the Family Law and Family Violence and Child Protection Systems (National Framework), including the co-location of child protection and policing officials at family law court registries across Australia.

Northern Territory Remote Aboriginal Investment – Alcohol Harm Reduction
Support the delivery of the alcohol treatment and harm reduction investment priority under the Northern Territory Remote Aboriginal Investment: Investing in Aboriginal Self-determination to Close the Gap in the Northern Territory Partnership Agreement. AGD provides alcohol related crime statistics that informs alcohol policy development.

Implementation of Mandatory Country of Origin Labelling for Seafood
Support the delivery of the agreed national education-led approach for country of origin labelling for seafood in hospitality settings during the period 1 July 2025 to 30 June 2028.

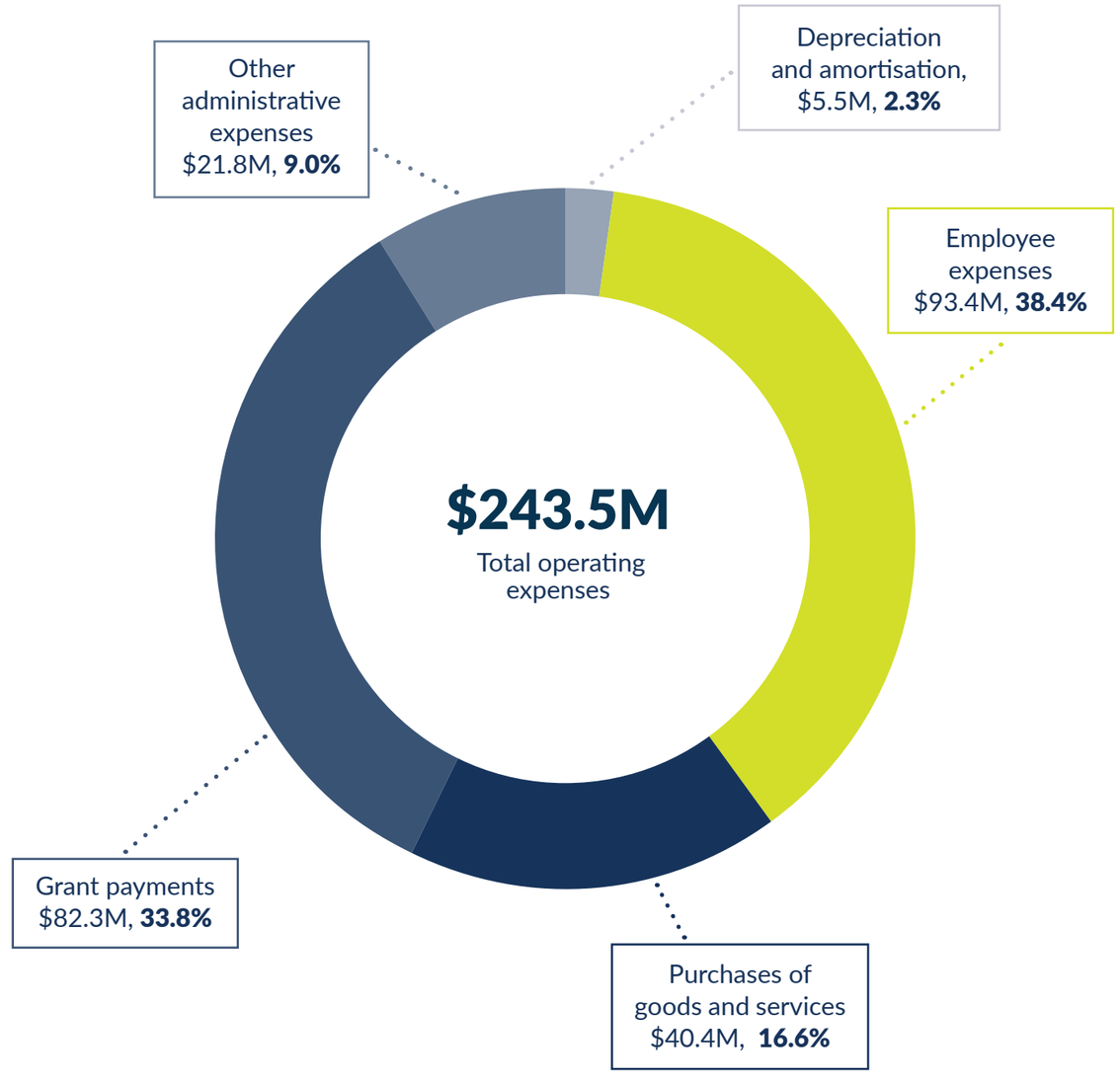
Operating Expenses

The department's total expenses for 2025–26 were $243.5 million, an increase of $28.5 million from last year, mainly due to an increase of Commonwealth funding for Legal Assistance as the National Access to Justice Partnership is broader than the National Legal Assistance Partnership it replaced ($25.7 million).

Employee expenses remain the department's major expense component at $93.4 million, making up 38.4% of total expenses.

Grants and subsidies expense of $82.3 million accounted for 33.8% of the department's total expenditure. The majority of this was payments to non-government legal assistance providers and the Northern Territory Legal Aid Commission.

Composition of operating expenses for 2025–26
The department expended funds to 5 main sources



Grant funding

The department administers a range of grant programs that support access to justice, community safety and the delivery of legal assistance services across the Northern Territory. In 2025–26, the department provided $82.3 million in grant funding to non-government organisations, community legal services, Aboriginal organisations, Legal Aid NT and service providers delivering programs on behalf of the Territory.

This funding supports a broad range of services, including legal assistance, victims support, domestic and family violence services, Law and Justice Groups, alternative to custody programs, tenancy advocacy and community-based justice initiatives. Through these partnerships, the department helps ensure Territorians, particularly those in regional and remote communities, can access services that strengthen community wellbeing and improve justice outcomes.

> Strong partnerships are central to delivering better justice outcomes across the Territory.

Supporting access to legal assistance in the Big Rivers region

Through funding provided by the Attorney-General's Department under 2 separate grants, the Katherine Women's Information and Legal Service (KWILS) were able to provide free legal assistance to women across Katherine and the Big Rivers region. KWILS assists clients with matters including domestic and family violence, family law and child protection issues, while helping people understand their rights and access support. By delivering legal services closer to the communities they serve, KWILS helps improve access to justice across regional and remote parts of the Territory.

Output/Organisation	Total grant value $	Purpose	Amount paid $
Crime Victim Services			
Catholic Care NT	575,000	Victims of Crime Counselling Services	575,000
Victims of Crime NT Inc.	1,752,000	Restore, Recover, Protect	1,752,000
Strategic Policy and Delivery			
Aboriginal Resource and Development Services Aboriginal Corporation	445,000	Law and Justice Group – Ramingining	445,000
Anindilyakwa Royalties Aboriginal Corporation	200,000	Law and Justice Group – Groote Eylandt	200,000
Bagala Aboriginal Corporation	400,000	Law and Justice Group – Buranga and Wugularr	400,000
Nja-Marleya Leaders and Justice Group	715,000	Law and Justice Group – Kintore	465,000
		Law and Justice Group – Maningrida	250,000
Drug And Alcohol Services Australia Ltd	5,607,750	Alternative to Custody – Alice Springs Facility	1,627,236
		Alternative to Custody – Groote Eylandt Facility	3,980,514
Legal Assistance			
Central Australian Aboriginal Family Legal Unit Aboriginal Corporation	3,836,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	3,677,000
		Specialist Domestic Violence Court – duty lawyer services	159,000
Central Australian Women's Legal Services Inc.	4,374,680	Domestic and Family Violence Legal Assistance	645,680
		Specialist Domestic Violence Court – duty lawyer services	159,000
		Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	3,570,000
Darwin Community Legal Service Inc.	1,689,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	1,689,000
Katherine Women's Information and Legal Service Association	1,726,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	1,605,000
		Domestic and Family Violence Legal Assistance	121,000
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	2,044,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	2,044,000
North Australian Aboriginal Family Legal Service - Aboriginal Corporation	8,274,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	8,274,000
North Australian Aboriginal Justice Agency Ltd	27,744,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	27,744,000
Legal Aid NT	19,652,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	10,711,000
		Funding for legal services in accordance with the terms of the Legal Aid Act 1990 and LANT guidelines	8,941,000
Top End Women's Legal Service Inc.	2,503,000	Commonwealth Government funding under the National Access to Justice Partnership 2025–2030	1,857,000
		Specialised & trauma-informed legal and non-legal services for victims & survivors of sexual assault	525,000
		Domestic and Family Violence Legal Assistance	121,000
Consumer Affairs			
Darwin Community Legal Service Inc.	724,500	Tenants Advisory Service	724,500
Grand Total	**82,261,930**		**82,261,930**

Financial statement overview

For the year ended 30 June 2026
Our financial statements are prepared on an accrual basis consistent with the Northern Territory Government's fiscal management framework and the Australian Accounting Standards. They provide information about the financial operations and position of the department, as well as changes in equity and cash flow for the year. The financial statements inform our stakeholders and the public of our performance, our expenditure of government funds and any significant issues.

The establishment of budgets and performance by output groups ensures that resource allocation decisions achieve the results intended by Government. Note 3 to the financial statements provides details of our performance by output group.

Certification of the financial statements

We certify that the attached financial statements for the Attorney-General's Department 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 2026 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.



Leonique Swart
Chief Executive Officer
31 August 2026



Brett Roach
Chief Finance Officer
31 August 2026

Comprehensive operating statement

For the year ended 30 June 2026

	Note	2026	2025
		$000	$000
INCOME			
Grants and subsidies revenue	4		
Current		897	2 641
Appropriation	5		
Output		130 613	137 532
Commonwealth (excluding capital appropriation)		63 011	36 893
Sales of goods and services	6	20 603	15 072
Goods and services received free of charge	7	21 719	11 770
Other income	8	6 943	5 217
TOTAL INCOME		**243 787**	**209 125**
EXPENSES			
Employee expenses	9	93 447	93 738
Administrative expenses			
Purchase of goods and services	10	34 899	31 827
Property management	10	5 532	5 301
Depreciation and amortisation	16,17	5 523	4 979
Other administrative expenses[1]		25 048	12 078
Grants and subsidies expenses			
Current	11	82 262	67 052
TOTAL EXPENSES		**246 710**	**214 975**
NET SURPLUS/(DEFICIT)		**(2 923)**	**(5 850)**
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus	16b	(1 911)	206 287
TOTAL OTHER COMPREHENSIVE INCOME		**(1 911)**	**206 287**
COMPREHENSIVE RESULT	3	(4 835)	200 436

[1] Includes DCDD service charges and DLI 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 2026

	Note	2026	2025
		$000	$000
ASSETS			
Current assets			
Cash and deposits	13	15 490	17 799
Receivables	15	1 437	1 710
Total current assets		**16 927**	**19 509**
Non-current assets			
Receivables	15	3	3
Property, plant and equipment	16,22	238 340	244 253
Heritage and cultural assets	17,22	917	928
Total non-current assets		239 260	245 183
TOTAL ASSETS		**256 187**	**264 692**
LIABILITIES			
Current liabilities			
Deposits held	18	1 046	789
Payables	19	5 186	5 844
Provisions	20	14 052	13 213
Other liabilities	21	269	1 033
Other financial assets		1	-
Total current liabilities		**20 554**	**20 880**
Non-current liabilities			
Provisions	20	86	65
Total non-current liabilities		**86**	**65**
TOTAL LIABILITIES		**20 640**	**20 945**
NET ASSETS		**235 547**	**243 747**
EQUITY			
Capital		39 944	43 310
Reserves		204 376	206 287
Accumulated funds		(8 773)	(5 849)
TOTAL EQUITY		**235 547**	**243 747**

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 2026

	Note	Equity at 1-Jul	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30-Jun
		$000	$000	$000	$000
2026					
Accumulated funds		(5 849)	(2 923)	-	(8 773)
Reserves		206 287	(1 911)	-	204 376
Capital – transactions with owners					
Equity injections					
Capital appropriation		556	-	556	1 112
Equity transfers in		71 731	-	957	72 688
Other equity injections		14 962	-	121	15 083
Equity withdrawals					
Capital withdrawal		(15 260)	-	(5 000)	(20 260)
Equity transfers out		(28 680)	-		(28 680)
		43 310	-	(3 366)	39 944
Total equity at end of financial year		**243 747**	**(4 835)**	**(3 366)**	**235 547**
2025					
Accumulated funds		-	(5 849)		(5 849)
Reserves		-	206 287		206 287
Capital – transactions with owners					
Equity injections					
Capital appropriation		-	-	556	556
Equity transfers in		-	-	71 731	71 731
Other equity injections		-	-	14 962	14 962
Equity withdrawals					
Capital withdrawal		-	-	(15 260)	(15 260)
Equity transfers out		-	-	(28 680)	(28 680)
		-	-	43 310	43 310
Total equity at end of financial year		**-**	**200 438**	**43 310**	**243 747**

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 2026

	Note	2026	2025
		$000	$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		897	2 641
Appropriation received			
Output		130 613	137 532
Commonwealth (excluding capital appropriation)		63 011	36 893
Other agency receipts			
Operating receipts		16 363	11 499
Receipts from sales of goods and services		16 499	11 937
Total operating receipts		**227 383**	**200 501**
Operating payments			
Payments to employees		(92 283)	(78 336)
Payments for goods and services		(50 343)	(37 291)
Grants and subsidies paid			
Current		(82 262)	(67 052)
Total operating payments		**(224 888)**	**(182 678)**
Net cash from/(used in) operating activities	**14a**	**2 495**	**17 823**
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of non-financial assets		(738)	(1 073)
Total investing payments		**(738)**	**(1 073)**
Net cash from/(used in) investing activities		**(738)**	**(1 073)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Deposits received		257	789
Equity injections			
Capital appropriation	5	556	556
Other equity injections		121	14 962
Total financing receipts		**934**	**16 307**
Financing payments			
Equity withdrawals		(5 000)	(15 260)
Total financing payments		**(5 000)**	**(15 260)**
Net cash from/(used in) financing activities	**14**	**(4 066)**	**1 048**
Net increase/(decrease) in cash held		(2 309)	17 799
Cash at beginning of financial year		17 799	-
CASH AT END OF FINANCIAL YEAR	**13**	**15 490**	**17 799**

The cash flow statement is to be read in conjunction with the notes to the financial statements.

Index of notes to the financial statements

Note

1. Objectives and funding
2. Statement of material accounting policy information
3. Comprehensive operating statement by output group Income

Income

4. Grants and subsidies revenue
5. Appropriation
5a. Summary of changes to appropriation
6. Sales of goods and services
7. Goods and services received free of charge
8. Other income

Expenses

9. Employee benefits expense
10. Purchases of goods and services
11. Grant and subsidies expense – Current grants and subsidies
12. Write-offs, postponements, waivers, gifts and ex-gratia payments

Assets

13. Cash and deposits
14. Cash flow reconciliation
15. Receivables
16. Property, plant and equipment
17. Heritage and cultural assets

Liabilities

18. Deposits held
19. Payables
20. Provisions
21. Other liabilities

Other disclosures

22. Fair value measurement
23. Financial instruments
24. Related parties
25. Contingent liabilities and contingent assets
26. Events subsequent to balance date
27. Schedule of administered Territory items
28. Budgetary information
29. Budgetary information: Administered Territory items

1. Objectives and funding

The Attorney-General's Department provides strategic law and legal policy services to government, strategic policy support across the justice continuum, support to courts and tribunals, prosecutions, regulatory, registration and board secretariat services, advocacy, guardianship, trusts, estates and will services, and mediation and complaint resolution services.

The department considered primary users of these financial statements and their needs for information and quantitative thresholds to determine which accounting policy information is material and therefore must be disclosed.

The department is predominantly funded, and therefore dependent, on the receipt of parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the department are summarised into several output groups. Note 3 provides summarised financial information in the form of a comprehensive operating statement by the output group.

Legal services

Objective: Quality legal advice and representation for government.

Solicitor for the Northern Territory

Provide government with quality legal services including legal advice and representation.

Solicitor-General

Act as counsel for the Crown in right of the Northern Territory of Australia and for any person for whom the Attorney-General requests the Solicitor-General to act, including legal advice to the Administrator, the Attorney-General, executive government and Cabinet office, and at the discretion of the Attorney-General, to the Legislative Assembly and its various committees.

Crime victims services

Administer the Crime Victims Assistance scheme and register to assist victims of violent crime and meet the Territory's obligations under the National Redress Scheme. Recover victim payments from offenders, manage counselling and support services grants, and advise the Attorney-General on victim-related matters.

Strategic policy services

Objective: Quality advice and coordination of strategic reform and policy development for government.

Strategic policy and delivery

Coordinate and provide advice on strategic justice-related policy, including establishing governance arrangements and partnerships to support implementation of justice initiatives, in the Northern Territory Crime Reduction Strategy and other strategic priority projects across the Territory.

Legislation and legal policy

Develop, review and implement legislation, and advise the Attorney-General and government on law and justice policy matters.

Legal assistance

Support the legal assistance sector, including administering the National Access to Justice Partnership, to ensure all Territorians have appropriate access to legal assistance.

Criminal justice research, evaluation and statistics

Provide statistics and research to build an evidence base to develop, monitor and evaluate criminal justice policies and practices. Lead, provide advice and coordinate monitoring and evaluation activities.

Justice services

Objective: An accessible and fair justice, and land titles management system that deals with matters expeditiously in a way that promotes, protects and respects rights.

Higher courts

Provide processing and appropriate case-flow management for higher courts, including the Supreme Court and courts of appeal.

Lower courts

Provide processing and appropriate case-flow management for lower courts, tribunals and other statutory offices.

NT Civil and Administrative Tribunal

Provide a forum to resolve smaller legal disputes, reconsider government decisions and help ensure certain important human rights are respected.

Registrar-General

Register dealings with land and other property, powers of attorney, births, deaths, marriages, and changes of name and sex or gender.

Parole Board

Provide secretariat support to the Parole Board of the Northern Territory and undertake associated administrative duties.

Director of Public Prosecutions

Objective: The Territory community is provided with an independent public prosecution service.

Director of Public Prosecutions

Provide an independent public prosecution service to the Territory and witness and victim support services during the criminal justice process.

Independent offices

Objective: The Territory community has access to services that protect, advocate and promote a person's legal rights and interests, and contribute towards an equitable society.

Anti-Discrimination Commission

Eliminate and prevent discrimination, sexual harassment and victimisation by raising awareness about individuals' rights and responsibilities in the Territory through public education and training, complaints handling, community engagement and positive duty implementation.

Promote the rights of people detained or receiving treatment under the *Mental Health and Related Services Act 1998* and the *Disability Services Act 1993* through the Community Visitor Program.

Children's Commissioner

Handle complaints relating to services provided to vulnerable children including undertaking investigations and inquiries into systemic issues. Monitor the administration of the *Care and Protection of Children Act 2007* and places where children are held involuntarily in institutional settings. Promote and advocate for the rights, interests and wellbeing of vulnerable children.

Consumer Affairs

Regulate and promote rights and responsibilities to consumers and business through education and compliance actions. Provide dispute resolution services for consumer law, business and residential tenancies, and residential building matters.

Liquor Commission

Provide secretariat support to the Liquor Commission of the Northern Territory and undertake associated administrative duties.

Public Guardian and Trustee

Safeguard and promote the personal, legal and financial interests of Territorians by providing adult guardianship, trust, estate and wills services within a human rights framework.

NT WorkSafe

Objective: Legislative reforms, safety awareness and education that supports industry, business and community needs.

NT WorkSafe

Work with Territory industry to influence best possible outcomes in work health and safety including dangerous goods, electrical safety and rehabilitation, and compensation for injured workers returning to work

Corporate and shared services

Objective: The performance of the agency's business units is improved through strategic leadership, governance and efficient support services.

Corporate and governance

Provide strategic, governance and support services to facilitate agency operations.

Shared services received

Receive corporate services from the Department of Corporate and Digital Development. Receive infrastructure services from the Department of Logistics and Infrastructure.

a) Machinery of government changes

A machinery of government change refers to the reallocation of certain functions and responsibilities, arising from revisions to Administrative Arrangement Order (AAO) by government or at the discretion of the relevant ministers, chief executives or by Cabinet decision.

Transfers out	
Details of transfer:	Health and Community Services Complaints Commission transferred to the Integrity and Ethics Commission
Basis of transfer:	Administrative Arrangements Order 1 June 2026
Date of transfer:	Effective from 1 June 2026

The assets and liabilities transferred as a result of this change were as follows:

Assets	**$000**
Cash	-
Receivables	-
Property, plant and equipment	-
Liabilities	
Payables	19
Provisions	102
Other liabilities	-
	121
Net liabilities	**121**

2. Statement of material accounting policy information

a) Statement of compliance

i. Compliance framework

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 (AASB) and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the Attorney-General's Department 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.

ii. Standards and interpretations effective from 2025–26 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.

iii. Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2025–26 financial year.

The following new Australian Accounting Standard has been issued but are not yet effective and are expected to impact future reporting periods:

- AASB 18 Presentation and Disclosure of Financial Statements (AASB 18)

AASB 18 Presentation and Disclosure in Financial Statements replaces AASB 101 and introduces new presentation and disclosure requirements for income statements, cash flow statements, and management defined performance measures.

The standard is proposed to apply to not for profit public sector entities for annual reporting periods beginning on or after 1 January 2028 (the 2028–29 financial year for the agency).

AASB 18 would primarily affect the presentation and disclosure of financial information, including the classification of income and expenses, additional subtotals in the operating statement, revised cash flow classifications for interest and dividends, and new disclosures for management defined performance measures. The standard does not affect the recognition or measurement of amounts.

Any changes to the presentation of financial statements and disclosures will be incorporated into future Treasurer's Directions on proforma financial statements.

b) Agency and Territory items

The financial statements of the Attorney-General's Department include income, expenses, assets, liabilities and equity over which the Attorney-General's Department 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 27 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

The Attorney-General's Department 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 below table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

		Legal Services		Strategic Policy Services		Justice Services		Director of Public Prosecutions		Independent Offices		NT Worksafe		Corporate and Shared Services		Total	
	Note	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
INCOME																	
Grants and subsidies revenue	4																
Current				831		66	1 790		851							897	2 641
Appropriation	5																
Output		17 915	20 906	25 851	32 593	38 243	39 843	22 850	18 718	12 843	13 793	5 644	5 473	7 267	6 206	130 613	137 532
Commonwealth				62 931	36 893					80						63 011	36 893
Sales of goods and services	6	(1)	(55)			12 555	9 744			2 417	1 983	4 044	3 400			19 015	15 072
Goods and services received free of charge	7													21 719	11 770	21 719	11 770
Other income	8	3 954	3 379	65	134	35	587			1 210	1 161	2	1	10	(45)	5 276	5 217
TOTAL INCOME		**21 868**	**24 230**	**89 678**	**69 620**	**50 899**	**51 964**	**22 850**	**19 569**	**16 550**	**16 937**	**9 690**	**8 874**	**28 996**	**17 931**	**240 531**	**209 125**
EXPENSES																	
Employee expenses	9	11 576	12 733	7 062	6 067	34 608	34 257	16 401	15 586	12 508	13 115	6 987	7 451	4 305	4 528	93 447	93 738
Administrative expenses																	
Purchases of goods and services	10	5 999	7 413	1 560	1 347	18 847	18 178	7 951	4 359	2 142	2 494	2 096	1 950	1 835	1 387	40 430	37 128
Depreciation and amortisation	16,17	3	3			5 380	4 834	7	6	109	103	11	17	13	16	5 523	4 979
Other administrative expenses[1]		(5)	(43)	4		137	195	(1)	(3)	(6)	7			21 664	11 923	21 793	12 078
Grants and subsidies expenses																	
Current Grants	11	2 327	3 385	79 210	62 977					725	690					82 262	67 052
TOTAL EXPENSES		**19 900**	**23 491**	**87 836**	**70 391**	**58 972**	**57 464**	**24 358**	**19 948**	**15 478**	**16 409**	**9 094**	**9 418**	**27 817**	**17 854**	**243 455**	**214 975**
NET SURPLUS/(DEFICIT)		**1 968**	**739**	**1 842**	**(771)**	**(8 073)**	**(5 500)**	**(1 508)**	**(379)**	**1 072**	**528**	**596**	**(544)**	**1 179**	**77**	**(2 924)**	**(5 850)**
OTHER COMPREHENSIVE INCOME																	
Items that will not be reclassified to net surplus/deficit																	
Changes in accounting policies														(1 911)		(1 911)	
Changes in asset revaluation surplus															206 287		206 287
TOTAL OTHER COMPREHENSIVE INCOME														**(1 911)**	**206 287**	**(1 911)**	**206 287**
COMPREHENSIVE RESULT		**1 968**	**739**	**1 842**	**(771)**	**(8 073)**	**(5 500)**	**(1 508)**	**(379)**	**1 072**	**528**	**596**	**(544)**	**(732)**	**206 364**	**(4 835)**	**200 436**

[1] Includes DCDD service charges and 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.

4. Grants and subsidies revenue

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Current grants and subsidies	897	-	897	837	1 804	2 641
Total grants and subsidies revenue	**897**	**-**	**897**	**837**	**1 804**	**2 641**

Grants and subsidies 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*, depending on whether the grant and subsidy agreement is enforceable and includes sufficiently specific performance obligations.

The assessment of whether a performance obligation is sufficiently specific involved the application of significant judgement, based on an analysis of the terms and conditions of grant and subsidy agreements and relevant supporting documentation (including activity workplans) and where necessary, discussions with relevant stakeholder.

Where an agreement is enforceable and includes sufficiently specific obligations to transfer goods or services to the grantor or a third party beneficiary, income is accounted for under AASB 15. In these cases, funding received in advance is recognised as unearned contract revenue liability, included in Note 21 Other liabilities and recognised as income as, or when, performance obligations are satisfied.

The agency has adopted a low value contract threshold of $50 000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

A financing component for consideration is only recognised if it is significant to the contract and the period between the transfer of goods and services and receipt of consideration is more than one year. For the 2025–26 and 2024–25 reporting periods, there were no adjustments for the effects of a significant financing component.

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

Capital grants to acquire or construct a recognisable non-financial asset for the agency's own use are accounted under AASB 1058. Income is deferred as an unearned capital grants liability, included in Note 21 Other Liabilities, when received and subsequently recognised progressively as revenue as or when the agency satisfies its obligations under the agreement.

Grant and subsidies revenue, passed on from a Territory Government-controlled entity with the exception of the Central Holding Authority, is recognised upfront on receipt, irrespective of which revenue accounting standard it may fall under in accordance with the Treasurer's Direction on income.

5. Appropriation

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

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	130 613	130 613	-	137 532	137 532
Commonwealth	-	63 011	63 011	-	36 893	36 893
Total appropriation in the operating statement	**-**	**193 624**	**193 624**	**-**	**174 425**	**174 425**

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.

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	556	556	-	556	556
Total appropriation in the operating statement	**-**	**556**	**556**	**-**	**556**	**556**

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation Act (2025–26) 2025*. 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.

a) 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 (2025–2026) Act 2025* with revised appropriations as reported in 2026–27 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 grant and subsidies received directly by the agency) or expenditure. Refer to Note 28 Budgetary information for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Original 2025–26 budget appropriation	Revised 2025–26 budget appropriation	Change to budget appropriation	Note	Final 2025–26 budget appropriation	Change to budget appropriation
	$000	$000	$000	$000	$000	$000
Output	131 692	130 613	(1 079)	i	130 613	-
Capital	556	556	-		556	-
Commonwealth	65 428	63 011	(2 417)	ii	63 011	-
Total appropriation	**197 676**	**194 180**	**(3 496)**		**194 180**	**-**

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the Attorney-General's Department 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 receipted by the Attorney-General's Department 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.

i. Primarily due to the transfer of Health and Community Services Complaints Commission.

ii. Primarily due to negotiations for the Northern Territory Remote Aboriginal Investment agreement continuing into the next financial year.

6. Sales of goods and services

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Fees from regulatory services	16 363	-	16 363	11 499	-	11 499
Other goods and services revenue	-	4 240	4 240	-	3 573	3 573
Total sales of goods and services	**16 363**	**4 240**	**20 603**	**11 499**	**3 573**	**15 072**

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.

The agency's sole performance obligations for the issue of a non-intellectual property licence is the issue of the licence, therefore revenue is recognised upfront on issue of the licence. For intellectual property licences, revenue is recognised at a point in time or overtime as or when the performance obligation is satisfied.

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.

	2026	2025
	$000	$000
Type of good and service:		
Regulatory services	16 363	11 499
Total revenue from contracts with customers	**16 363**	**11 499**
Type of customer:		
Commonwealth	57	35
State and Territory Government	455	270
Non-government entities	15 850	11 193
Total revenue from contracts with customers	**16 363**	**11 499**
Timing of transfer of goods and services:		
Point in time	16 363	11 499
Total revenue from contracts with customers	**16 363**	**11 499**

7. Goods and services received free of charge

	2026	2025
	$000	$000
Goods and services received free of charge		
Corporate and information services	19 607	10 039
Repairs and maintenance	2 112	1 731
Total goods and services received free of charge	**21 719**	**11 770**

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.

In addition, the following corporate services staff and functions are centralised and provided by Department of Corporate and Digital Development on behalf of the agency and form part of goods and services received free of charge by the agency:

- financial services including accounts receivable, accounts payable and payroll
- employment and workforce services
- information management services
- procurement services
- property leasing services.

8. Other income

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Rental income	504	-	504	464	-	464
Miscellaneous revenue	6	6 433	6 439	7	4 746	4 753
Total other income	**510**	**6 433**	**6 943**	**471**	**4 746**	**5 217**

Rental income
Rental income arising from operating leases incidental to the core functions of the agency is accounted for on a straight-line basis over the lease term.

Miscellaneous revenue
Miscellaneous revenue includes victims of crime levy and transfers from the Agents Licencing Fidelity Guarantee Fund. 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 under AASB 1058 and income is generally recognised upfront on receipt of funding.

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.

	2026	2025
	$000	$000
Type of good and service:		
Service delivery	504	464
Other	6	7
Total revenue from contracts with customers	**510**	**470**
Type of customer:		
Commonwealth Government	504	464
Non-government entities	6	7
Total revenue from contracts with customers	**510**	**470**
Timing of transfer of goods and services:		
Overtime	504	464
Point in time	6	7
Total revenue from contracts with customers	**510**	**470**

9. Employee benefits expense

	2026	2025
	$000	$000
Employee benefits expense		
Salaries and wages	76 277	75 844
Overtime	558	400
Superannuation expenses	8 790	8 737
Allowances	2 129	3 110
Fringe benefits tax	629	639
Payroll tax	5 061	5 008
Other expenses	3	-
Total employee benefits expense	**93 447**	**93 738**

The number of full-time equivalent employees for 2025–26 was 561 (2024–25: 571).

The judiciary are independent from the department and the public service as per the separation of powers. Funding is appropriated to the department through the NT Budget to support the judiciary, but these positions are not employees of the department. In 2025–26, the Territory's judiciary and independent statutory office holders comprised 30.5 FTE positions. This included 28.5 FTE judicial officers across the Local Court, Supreme Court, Coroner's Court and Northern Territory Civil and Administrative Tribunal, together with independent statutory office holders in the positions of Director of Public Prosecutions and Solicitor-General.

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 19 Payables and Note 20 Provisions.

10. Purchases of goods and services

	2026	2025
	$000	$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Advertising	12	3
Agent Service Arrangements	4 126	3 958
Communications	1 201	877
Consultants [1]	510	637
Document Production	139	151
Information technology charges and communications	5 581	5 205
Insurance premiums	807	656
Legal expenses[2]	10 610	9 748
Library Services, membership and subscriptions	1 277	1 243
Marketing and promotion[3]	232	164
Motor vehicle expenses	1 035	964
Official duty fares	2 023	2 025
Other equipment expenses	455	552
Property Management[4]	3 591	3 614
Recruitment[5]	339	184
Regulatory and advisory boards and committees	1 560	1 470
Training and study expenses	941	686
Travelling allowance	849	822
Utilities[4]	1 941	1 687
Other Goods and Services	3 201	2 482
Total purchases of goods and services	**40 431**	**37 128**

[1] Includes marketing, promotion and IT consultants.

[2] Does not include recruitment, advertising or marketing and promotion advertising.

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

[4] Day to day property and utility costs reported as Property Management

[5] 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

	2026	2025
	$000	$000
Current grants		
Private and not-for-profit sector	62 610	41 257
Grants to other sectors of government	19 652	25 795
Total current grant expense	**82 262**	**67 052**

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 largely comprises of both Commonwealth and Territory funding for legal assistance.

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.

12. 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* or other legislation that the agency administers.

	Agency			
	2026	No. of trans.	2025	No. of trans.
	$000		$000	
Authorised under the *Financial Management Act 1995*				
Write offs, postponements and waivers approved by the Treasurer				
Losses or deficiencies of money written off	12	1	51	2
Total write offs, postponements and waivers approve by the Treasurer	**12**	**1**	**51**	**2**
Write offs, postponements and waivers approved by delegates				
Irrecoverable money written off	1	5	-	-
Losses or deficiencies of money written off	5	5	51	34
Postponement of right to receive or recover money or property	8	2	21	10
Total written off, postponed and waived approved by delegates	**14**	**12**	**72**	**44**
Total authorised under the Financial Management Act 1995	**26**	**13**	**123**	**46**

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 forego 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.

13. Cash and deposits

	2026	2025
	$000	$000
Cash and deposits		
Cash on hand	4	4
Cash at bank	15 486	17 795
Total cash and deposits	**15 490**	**17 799**

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 18.

14. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of $15,490,000 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

	2026	2025
	$000	$000
Net surplus/(deficit)	(2 923)	(5 850)
Non-cash items:		
Depreciation and amortisation	5 523	4 979
Asset write-offs/write-downs	184	249
Changes in assets and liabilities:		
(Decrease)/increase in receivables	273	(1 710)
(Decrease)/increase in prepayments	1	-
(Decrease)/increase in payables	(658)	5 844
(Decrease)/increase in provision for employee benefits	526	11 202
(Decrease)/increase in other provisions	334	2 076
(Decrease)/increase in other liabilities	(765)	1 033
Net cash from/(used in) operating activities	**2 495**	**17 823**

b) Reconciliation of liabilities arising from financing activities

2026		Cash flows			
	1-Jul	Appropriation	Equity injections / (withdrawals)	Deposits held Receipts / (Payments)	Total cash flows
		$000	$000	$000	$000
Deposits held	789	-	-	257	257
Capital	-	556	-	-	556
Other Equity	-	-	(4 879)	-	(4 879)
Total	**789**	**556**	**(4 879)**	**257**	**(4 066)**

2025		Cash flows			
	1-Jul	Appropriation	Equity injections / (withdrawals)	Deposits held Receipts / (Payments)	Total cash flows
		$000	$000	$000	$000
Deposits held	-	-	-	789	789
Capital	-	556	-	-	556
Other Equity	-	-	(297)	-	(297)
Total	**-**	**556**	**(297)**	**789**	**1 048**

15. Receivables

Receivables comprise:

	2026	2025
	$000	$000
Current		
Accounts receivable	660	917
Less: loss allowance	(51)	(179)
GST receivables	442	585
Prepayments	386	387
Total current receivables	**1 437**	**1 707**
Non-current		
Other receivables	3	3
Total non-current receivables	**3**	**3**
Total receivables	**1 440**	**1 710**

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 contract receivables are generally settled within 30 days and other receivables within 90 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.

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.

In accordance with the provisions of the *Financial Management Act 1995*, 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 and reconciliation of loss allowance for receivables as at the reporting date are disclosed below.

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

Ageing analysis

2026	Gross receivables	Loss rate	Expected credit loss-es	Net receivables
Internal receivables	**$000**	**%**	**$000**	**$000**
Not overdue	13	-	-	13
Overdue for less than 30 days	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-
Overdue for more than 60 days	-	-	-	-
Total internal receivables	**13**	**-**	**-**	**13**
External receivables				
Not overdue	1 154	-	-	1 154
Overdue for less than 30 days	24	-	-	24
Overdue for 30 to 60 days	3	-	-	3
Overdue for more than 60 days	58	88	(51)	7
Total external receivables	**1 239**		**(51)**	**1 188**

2025	Gross receivables	Loss rate	Expected credit loss-es	Net receivables
Internal receivables	**$000**	**%**	**$000**	**$000**
Not overdue	6	-	-	6
Overdue for less than 30 days	30	-	-	30
Overdue for 30 to 60 days	-	-	-	-
Overdue for more than 60 days	-	-	-	-
Total internal receivables	**36**	**-**	**-**	**36**
External receivables				
Not overdue	1 377	-	-	1 377
Overdue for less than 30 days	31	-	-	31
Overdue for 30 to 60 days	11	9	(1)	10
Overdue for more than 60 days	123	83	(178)	21
Total external receivables	**1 542**		**(179)**	**1 439**

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.

16. Property, plant and equipment

a) Total property, plant and equipment

	2026	2025
	$000	$000
Land		
At fair value	31 590	31 590
Buildings		
At fair value	376 295	377 940
Less: accumulated depreciation	(173 041)	(168 247)
	203 254	**209 693**
Construction works in progress		
At capitalised cost	393	74
	393	**74**
Plant and equipment		
At fair value	16 077	22 016
Less: accumulated depreciation	(14 390)	(19 880)
	1 687	**2 136**
Computer hardware		
At Cost	2 862	1 074
Less: Accumulated Depreciation	(1 447)	(315)
	1 415	**760**
Total Property, Plant and Equipment	**238 340**	**244 253**

b) Reconciliation of property, plant and equipment held and used by the agency

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:

2026	Land	Buildings	Construction WIP	Plant and equipment	Computer hardware	Total
	$000	$000		$000		$000
Carrying amount as at 1 July	31 590	209 693	74	2 136	760	244 253
Additions	-	-	-	738	-	738
Depreciation/amortisation expense	-	(4 956)	-	(291)	(266)	(5 513)
Additions/disposals from asset transfers	-	428	319	(896)	922	773
Revaluation increments/ decrements	-	(1 911)	-	-	-	(1 911)
Carrying amount as at 30 June	**31 590**	**203 254**	**393**	**1 687**	**1 415**	**238 340**

2025	Land	Buildings	Construction WIP	Plant and equipment	Computer hardware	Total
	$000	$000		$000		$000
Carrying amount as at 1 July	-	-	-	-		-
Additions	-	-	-	48	1 025	1 073
Depreciation/amortisation expense	-	(4 385)	-	(319)	(265)	(4 969)
Additions/disposals from asset transfers	33 700	166 065	74	2 407		202 246
Revaluation increments/ decrements	(2 110)	48 013	-	-		45 903
Carrying amount as at 30 June	**31 590**	**209 693**	**74**	**2 136**	**760**	**244 253**

i. 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.

ii. Construction (work in progress)

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

iii. Revaluation of assets

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

- land
- buildings
- infrastructure assets

The above classes of property, plant and equipment include certain new assets initially recognised at cost.

Such new assets will continue to be measured at cost, which is deemed to equate to fair value, until the next revaluation for that asset class occurs.

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

The latest revaluations as at 30 June 2025 were independently conducted. The valuer was Colliers International (NT) Pty Limited. Refer to Note 22 Fair value for additional disclosures.

iv. 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 at 30 June 2026. No impairment adjustments were required as a result of this review.

v. 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:

	2026	2025
Buildings	50-100 years	50-100 years
Plant and equipment	2-15 years	2-15 years

17. Heritage and cultural assets

	2026	2025
	$000	$000
Carrying amount		
Gross carrying amount	1 213	1 213
Less: Accumulated depreciation	(296)	(285)
Carrying amount at 30 June	**917**	**928**
Reconciliation of carrying amount		
Carrying amount at 1 July	928	938
Depreciation	(11)	(10)
Carrying amount as at 30 June	**917**	**928**

The agency's heritage and cultural assets comprise of works of art which are valued at their original cost. An independent valuation was completed in 2022 however, some questions were raised by the department regarding the completeness of the final report. The assessment was finalised in 2023 and revaluation increment/(decrement) adjusted. A further adjustment to the valuation was recorded in 2024.

Heritage and cultural assets are depreciated using the straight-line method over their estimated useful lives. The estimated useful lives of heritage and cultural assets is 100 years with the first items in the collection to be fully depreciated in 2088.

The agency's accounting policies on impairment for property, plant and equipment disclosed in Notes 16 also apply to heritage and cultural assets.

Agency heritage and cultural assets were assessed for impairment as at 30 June 2026. No impairment adjustments were required as a result of this review.

18. Deposits held

	2026	2025
	$000	$000
Deposits held		
AOTA	992	467
Clearing money	54	322
Total deposits held	**1 046**	**789**

	2026	2025
	$000	$000
Professional Standards	15	15
Cash Bail	682	340
Unidentified Monies	1	1
Criminal Court Matters	106	1
Tenancy Security Deposits	112	105
Uncollected Goods	6	5
External Accounts	70	-
Total accountable officer's trust account	**992**	**467**

Deposits held mainly comprise AOTA and clearing money.

AOTA hold trust monies established under legislations held by the by the agency on behalf of others for a specific purpose and not for use in operations of government. These include cash bail, tenancy security deposits, professional standards and criminal court matters.

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.

19. Payables

	2026	2025
	$000	$000
Accounts payable	148	240
Accrued salaries and wages	2 544	2 251
Other accrued expenses	2 493	3 353
Total payables	**5 186**	**5 844**

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 of 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.

20. Provisions

	2026	2025
	$000	$000
Current		
Employee benefits		
Recreation leave	10 536	10 018
Leave loading	1 091	1 054
Other employee benefits	102	130
Total Employee Benefits	11 729	11 202
Other current provisions		
Fringe benefits tax	41	25
Payroll tax	938	723
Superannuation	1 344	1 263
Total Other Current Provisions	2 323	2 011
Total Current Provisions	**14 052**	**13 213**
Non-current		
Employee benefits		
Other employee benefits	86	65
Total Non-Current Provisions	**86**	**65**
Total Provisions	**14 139**	**13 278**

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 Attorney-General's Department and therefore no long service leave liability is recognised within these financial statements.

21. Other liabilities

	2026	2025
	$000	$000
Current		
Unearned contract revenue liability	269	1 033
Total other liabilities	**269**	**1 033**

Unearned contract revenue liability
Unearned contract revenue liability relates to consideration received in advance from customers in respect of community peacemaking and mediation programs in remote areas.

Unearned contract revenue liability balances as at 30 June 2026 is $269,000.

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

	2026	2025
	$000	$000
Not later than one year	269	1 033
Total	**269**	**1 033**

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.

22. 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.

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

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

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

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

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

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

Level 3 – inputs are unobservable.

All the agency's non-financial assets are measured at Level 3 and are held primarily for service potential rather than to generate cash inflows. Carrying amounts and reconciliation of movements are disclosed in Note 16 Property, Plant and Equipment. These assets are measured using inputs not based on observable market data.

Valuation techniques and inputs
Valuation techniques and significant unobservable inputs used to measure fair value in 2025-26 are:

Asset classes	Level	Techniques	Significant unobservable inputs
Land	3	Cost approach	1. Size per square metre / usage
Specialised buildings	3	Cost approach	1. Construction costs or cost per square metre
			2. Age and condition of asset
			3. Remaining useful life
Plant and equipment	3	Cost approach	1. Cost per unit
			2. Useful life
Heritage and Cultural	3	Market data comparison	1. Valuer assessment restrictions

23. 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.

The agency's financial instruments include cash and deposits; receivables; deposits held and payables. These items represent noncomplex and standard financial instruments, with limited or no exposure to credit, market or liquidity risks.

24. Related parties

a) Related parties

The Attorney-General's Department 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 dependents
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMP's or the portfolio minister or controlled or jointly controlled by their close family members.

b) Key management personnel (KMP)

Key management personnel of the Attorney-General's Department are those persons having authority and responsibility for planning, directing and controlling the activities of Attorney-General's Department. These include the Attorney-General, the Chief Executive Officer and the members of the Executive Leadership Team of Attorney-General's Department as listed on page 20 of the Attorney-General's Annual Report.

c) Remuneration of key management personnel

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

The aggregate compensation of key management personnel of Attorney-General's Department is set out below:

Long service leave benefits are centrally recognised and paid by the Central Holding Authority (CHA) and do not form part of agency's accounts or cash outflows. As there is no financial impact on the agency's financial statements, long service leave benefits are excluded from the quantitative disclosures of key management personnel compensation.

	2026	2025
	$000	$000
Short-term benefits	2 427	2 543
Post-employment benefits	-	-
Long-term benefits	240	219
Final entitlement payment	109	45
Total remuneration of key management personnel	**2 776**	**2 807**

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.

2026				
Related party	**Revenue from related parties**	**Payments to related parties**	**Amounts owed by related parties**	**Amounts owed to related parties**
	$000	$000	$000	$000
All NTG departments	414 984	45 376	111	5
2025				
Related party	**Revenue from related parties**	**Payments to related parties**	**Amounts owed by related parties**	**Amounts owed to related parties**
	$000	$000	$000	$000
All NTG departments	362 765	41 233	35	4

25. Contingent liabilities and contingent assets

a) Contingent liabilities

The department has entered into a number of contracts or agreements with private and public organisations. These contracts and agreements include terms and conditions requiring the department to provide either a guarantee or indemnity to the beneficiaries.

The department maintains a register of contingent liabilities. Indemnities and guarantees require assessment and approval by either the Accountable Officer or the Treasurer, with ministerial endorsement. Contingent liabilities are not accounted for on the department's financial statement as they cannot be quantified, and the likelihood of occurrence is uncertain but considered low.

b) Contingent assets

Under the *Victims of Crime Assistance Act 2006*, the Territory is entitled to recover from an offender money equal to the amount of assistance, costs and disbursements paid to the victim under the Act; however, due to offenders being imprisoned for lengthy terms, being declared bankrupt or unable to be located, it is probable that significant proportions of the amounts owed are uncollectible.

Therefore, any contingent assets cannot be readily quantified.

26. 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.

27. 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 predominantly come from fees for regulatory services. An agency 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 the Attorney-General's Department on behalf of the government and are recorded in the Central Holding Authority (refer to Note 2c).

	2026	2025
	$000	$000
TERRITORY INCOME AND EXPENSES		
Income		
Fees from regulatory services	2 092	1 984
Other income	1 163	132
Total income	**3 255**	**2 116**
Expenses		
Other administrative expenses	3 255	2 114
Total expenses	**3 255**	**2 114**
Territory income less expenses	**-**	**2**

28. Budgetary information

The following tables present the variation between the 2025–26 original budgeted financial statements, as reported in 2025–26 Budget Paper No. 3 Agency Budget Statements and the 2025–26 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 2025–26 original budget to 2025–26 final budget. Refer to Note 5a for summary changes to budget appropriations.

Comprehensive operating statement	2025–26	2025–26		
	Actual	Budget[1]	Variance	Note
	$000	$000	$000	
INCOME				
Grants and subsidies revenue				
Current	897	1 865	(968)	2
Appropriation				
Output	130 613	131 692	(1 079)	
Commonwealth	63 011	65 428	(2 417)	3
Sales of goods and services	19 015	13 561	5 454	4
Goods and services received free of charge	21 719	13 521	8 198	5
Other revenue	5 276	6 018	(742)	6
TOTAL INCOME	**240 531**	**232 085**	**8 446**	
EXPENSES				
Employee expenses	93 447	99 140	(5 693)	7
Administrative expenses				
Purchases of goods and services	40 431	35 801	4 629	8
Depreciation and amortisation	5 523	4 853	670	9
Other Administrative Expenses	21 792	13 521	8 272	5
Grants and subsidies expenses				
Current	82 262	83 792	(1 530)	
TOTAL EXPENSES	**243 455**	**237 107**	**6 348**	
NET SURPLUS/(DEFICIT)	**(2 923)**	**(5 022)**	**2 099**	

Notes

1. The 2025–26 Budget figures include the Health and Community Services Complaints Commission function that transferred to the new Office of the Integrity and Ethics Commissioner. Refer to Note 1a) Machinery of government changes.
2. Novation of the Mparntwe peacemaking services to Northern Australia Aboriginal Justice Agency (NAAJA).
3. Primarily due to negotiations for the Northern Territory Remote Aboriginal Investment agreement continuing into the next financial year.
4. Primarily due to higher than anticipated land transactions.
5. Primarily due to a Department of Corporate and Digital Development update to the cost allocation model.
6. Primarily due to below budget victims of crime levies.
7. Due to staffing vacancies across the department.
8. Due to higher than usual outsourcing by the Director of Public Prosecutions, above budget operating costs for Higher Courts and NT Civil and Administrative Tribunal.
9. Above budget depreciation due to a revaluation of existing assets.

Balance Sheet	2025–26	2025–26		
	Actual	Budget[1]	Variance	Note
	$000	$000	$000	
ASSETS				
Current Assets				
Cash and deposits	15 490	8 989	6 501	2
Receivables	1 437	1 097	340	
Non-Current Assets				
Receivables	3	-	3	
Property, plant and equipment	238 340	194 313	44 027	3
Heritage and Cultural Assets	917	-	917	
TOTAL ASSETS	**256 187**	**204 399**	**51 787**	
LIABILITIES				
Current Liabilities				
Deposits held	1 046	5 257	(4 211)	
Creditors and accruals	5 186	7 641	(2 455)	
Provisions	14 052	13 078	974	
Other liabilities	269	-	269	
Other Financial Assets	1	-	1	
Non-Current Liabilities				
Provisions	86	-	86	
TOTAL LIABILITIES	**20 640**	**25 976**	**(5 337)**	
NET ASSETS	**235 547**	**178 423**	**57 124**	
EQUITY				
Capital	39 944	34 053	5 891	
Reserves	204 376	160 384	43 992	3
Accumulated funds	(8 773)	(16 014)	7 241	
TOTAL EQUITY	**235 547**	**178 423**	**57 124**	

Notes

1. The 2025–26 Budget figures include the Health and Community Services Complaints Commission function that transferred to the new Office of the Integrity and Ethics Commissioner. Refer to Note 1a) Machinery of government changes.
2. Increase due to operating underspends.
3. Increase is due to the revaluation of existing assets.

Cash Flow Statement	2025–26	2025–26		
	Actuals	Budget[1]	Variance	Notes
	$000	$000	$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Grants and subsidies received				
Current	897	1 865	(968)	2
Appropriation				
Output	130 613	131 692	(1 079)	
Commonwealth	63 011	65 428	(2 417)	
Receipts from sales of goods and services	32 861	19 579	13 282	
Total operating receipts	**227 383**	**218 564**	**8 819**	
Operating payments				
Payments to employees	(92 283)	99 140	(191 423)	
Payments for goods and services	(50 343)	35 801	(86 144)	
Grants and subsidies paid				
Current	(82 262)	83 792	(166 054)	
Total operating payments	**(224 888)**	**218 733**	**(443 621)**	
NET CASH FROM OPERATING ACTIVITIES	**2 495**	**(169)**	**2 664**	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of non-financial assets	(738)	(556)	(182)	
Total investing payments	**(738)**	**(556)**	**(182)**	
NET CASH FROM INVESTING ACTIVITIES	**(738)**	**(556)**	**(182)**	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Deposits received	257	-	257	
Appropriation				
Capital	556	556	-	
Equity injections	121	-	121	
Total financing receipts	**934**	**556**	**378**	
Financing payments				
Equity withdrawals	(5 000)	-	(5 000)	
Total financing payments	**(5 000)**	**-**	**(5 000)**	
NET CASH FROM FINANCING ACTIVITIES	**(4 066)**	**556**	**(4 622)**	
Net increase (+)/decrease (-) in cash held	(2 309)	(169)	(2 140)	
Cash at beginning of financial year	17 799	9 158	8 641	
CASH AT END OF FINANCIAL YEAR	**15 490**	**8 989**	**6 501**	

Notes

1. The 2025-26 Budget figures include the Health and Community Services Complaints Commission function that transferred to the new Office of the Integrity and Ethics Commissioner. Refer to Note 1a) Machinery of government changes.

2. Novation of the Mparntwe peacemaking services to Northern Australia Aboriginal Justice Agency (NAAJA).

29. Budgetary information: Administered Territory items

The following table presents the variation between the 2025–26 original budget for administered items as reported in 2025–26 Budget Paper No. 3 Agency Budget Statements and the 2025–26 actual amounts disclosed in Note 28 of these financial statements together with explanations for significant variations.

Administered Territory items	2025–26	2025–26	
	Actual	Budget	Note
INCOME			
Fees from regulatory services	2 092	856	1
Other income	1 163	1 116	1
TOTAL INCOME	**3 255**	**1 972**	
EXPENSES			
Central Holding Authority income transferred	3 255	1 972	
TOTAL EXPENSES	**3 255**	**1 972**	
NET SURPLUS (+)/DEFICIT (-)	**-**	**-**	

Note

1. The original 2025–26 budget was an estimate at the time of the machinery of government changes. The budget was subsequently updated in the 2025–26 Mid-Year Report.

07

Appendices

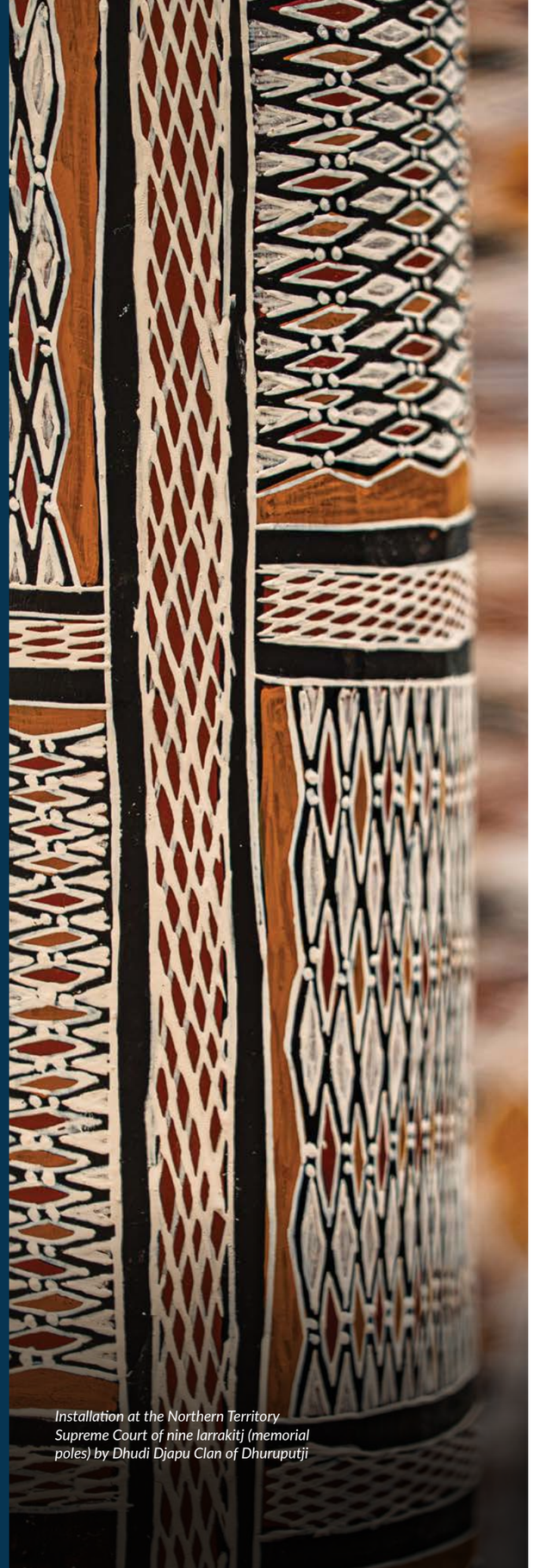
1: Legislation Administered 131

2: Statutory boards and bodies 136

3: Information held by the Attorney -General's Department 139

4. Construction Contracts (Security of Payments) Act 2004 142

Glossary 143



Installation at the Northern Territory Supreme Court of nine larrakitj (memorial poles) by Dhudi Djapu Clan of Dhuruputji

Appendix 1: Legislation Administered

The Administrative Arrangements Order dated 1 June 2026 gave the Attorney-General responsibility for administering 152 Acts of the Northern Territory for administering through the Attorney-General's Department.

- *Absconding Debtors Act 1978*
- *Accommodation Providers Act 1981*
- *Administration and Probate Act 1969*
- *Advance Personal Planning Act 2013*
- *Age of Majority Act 1974*
- *Anglican Church of Australia Act 1975*
- *Anti-Discrimination Act 1992*
- *Australian Crime Commission (Northern Territory) Act 2005*
- *Bail Act 1982*
- *Births, Deaths and Marriages Registration Act 1996*
- *Business Tenancies (Fair Dealings) Act 2003*
- *Caravan Parks Act 2012*
- *Care and Protection of Children Act 2007* (Part 3.3)
- *Catholic Church in the Northern Territory Act 1979*
- *Children's Commissioner Act 2013*
- *Choice of Law (Limitation Periods) Act 1994*
- *Classification of Publications, Films and Computer Games Act 1985*
- *Commercial Arbitration (National Uniform Legislation) Act 2011*
- *Community Based Sentences (Interstate Transfer) Act 2023*
- *Community Justice Centre Act 2005*
- *Companies (Trustees and Personal Representatives) Act 1981*
- *Compensation (Fatal Injuries) Act 1974*
- *Construction Contracts (Security of Payments) Act 2004*
- *Consumer Affairs and Fair Trading Act 1990* (except Parts 10 and 14)
- *Consumer Credit (National Uniform Legislation) Implementation Act 2010*
- *Contracts Act 1978*
- *Coroners Act 1993*
- *Corporations (Northern Territory Request) Act 2001*
- *Corporations Reform (Northern Territory) Act 2001*
- *Courts and Administrative Tribunals (Immunities) Act 2008*
- *Court Security Act 1998*
- *Crimes at Sea Act 2000*
- *Criminal Code Act 1983*
- *Criminal Investigation (Extra-territorial Offences) Act 1985*

Criminal Property Forfeiture Act 2002 (except Part 10A)

Criminal Records (Spent Convictions) Act 1992

Cross-border Justice Act 2009

Crown Proceedings Act 1993

Cullen Bay Marina Act 1992

Dangerous Goods Act 1998

De Facto Relationships Act 1991

De Facto Relationships (Northern Territory Request) Act 2003

Defamation Act 2006

Director of Public Prosecutions Act 1990

Domestic and Family Violence Act 2007 (except Chapter 5A)

Domicile Act 1979

Electrical Safety Act 2022

Electronic Conveyancing (National Uniform Legislation) Act 2013

Electronic Transactions (Northern Territory) Act 2000

Encroachment of Buildings Act 1982

Evidence Act 1939

Evidence (National Uniform Legislation) Act 2011

Expungement of Historical Homosexual Offence Records Act 2018

Family Provision Act 1970

Fences Act 1972

Financial Sector Reform (Northern Territory) Act 1999

Financial Transaction Reports Act 1992

Guardianship of Adults Act 2016

Health Care Decision Making Act 2023 (except Part 4)

Health Practitioners Act 2004 (Part 3)

Information Act 2002 (Parts 1 to 5, sections 98(1) to (3), (5) and (6) and 99, Parts 7A, 8 and 10 to 13)

Judicial Commission Act 2020

Juries Act 1962

Jurisdiction of Courts (Cross Vesting) Act 1987

Justices of the Peace Act 1991

Lake Bennett (Land Title) Act 2005

Land Title Act 2000

Law Officers Act 1978

Law of Property Act 2000

Law Reform (Miscellaneous Provisions) Act 1956

Legal Profession Act 2006

Limitation Act 1981

Liquor Commission Act 2018

Local Court Act 2015

Local Court (Civil Procedure) Act 1989

Local Court (Criminal Procedure) Act 1928

Married Persons (Equality of Status) Act 1989

Mental Health and Related Services Act 1998 (Part 15)

Misuse of Drugs Act 1990

Monetary Units Act 2018

Monitoring of Places of Detention (Optional Protocol to the Convention Against Torture) Act 2018

Mutual Recognition (Northern Territory) Act 1992

Northern Territory Civil and Administrative Tribunal Act 2014

Northern Territory Civil and Administrative Tribunal (Conferral of Jurisdiction for Native Title Matters) Act 2014

Oaths, Affidavits and Declarations Act 2010

Off-shore Waters (Application of Territory Laws) Act 1985

Parole Act 1971

Parole Orders (Transfer) Act 1981

Partnership Act 1997

Penalty Units Act 2009

Personal Injuries (Liabilities and Damages) Act 2003

Personal Property Securities (National Uniform Legislation) Implementation Act 2010

Personal Violence Restraining Orders Act 2016

Powers of Attorney Act 1980

Presbyterian Church (Northern Territory) Property Trust Act 1986

Price Exploitation Prevention Act 1949

Printers and Newspapers Act 1984

Professional Standards Act 2004

Proportionate Liability Act 2005

Public Notaries Act 1992

Public Seal Act 1954

Public Trustee Act 1979

Radioactive Ores and Concentrates (Packaging and Transport) Act 1980

Real Property (Unit Titles) Act 1975

Registration Act 1927

Residential Tenancies Act 1999

Retirement Villages Act 1995

Return to Work Act 1986

Rights of the Terminally Ill Act 1995

Sale of Goods Act 1972

Sale of Goods (Vienna Convention) Act 1987

Salvation Army (Northern Territory) Property Trust Act 1976

Sea-Carriage Documents Act 1998

Sentencing Act 1995

Sentencing (Crime of Murder) and Parole Reform Act 2003

Serious Crime Control Act 2009

Serious Sex Offenders Act 2013

Sexual Offences (Evidence and Procedure) Act 1983

Sheriff Act 1962

Small Claims Act 2016

Sources of the Law Act 1985

Standard Time Act 2005

Status of Children Act 1978

Summary Offences Act 1923

Supreme Court Act 1979

Supreme Court (Judges Long Leave Payments) Act 1980

Supreme Court (Judges Pensions) Act 1980

Supreme Court (Rules of Procedure) Act 1987

Surrogacy Act 2022

Surveillance Devices Act 2007

Termination of Units Plans and Unit Title Schemes Act 2014

Terrorism (Northern Territory) Request Act 2003

The Commercial Banking Company of Sydney Limited (Merger) Act 1982

The Commercial Bank of Australia Limited (Merger) Act 1982

Transport of Dangerous Goods by Road and Rail (National Uniform Legislation) Act 2010

Trans-Tasman Mutual Recognition Act 1998

Trespass Act 2023

Trustee Act 1893

Uncollected Goods Act 2004

Unit Titles Act 1975

Unit Title Schemes Act 2009 (except Part 4.1)

Uniting Church in Australia Act 1977

Validation (Native Title) Act 1994

Vexatious Proceedings Act 2006

Victims of Crime Assistance Act 2006

Victims of Crime Rights and Services Act 2006

Warehousemen's Liens Act 1969

Wills Act 2000

Witness Protection (Northern Territory) Act 2002

Work Health Administration Act 2011

Work Health and Safety (National Uniform Legislation) Act 2011

Youth Justice Act 2005 (Part 4)

Appendix 2: Statutory boards and bodies

Care and Protection of Children Act 2007
Child Deaths Review and Prevention Committee
The key functions of the Committee are set out in section 209 of the *Care and Protection of Children Act 2007*, which is to assist in prevention and reduction of child deaths in the Northern Territory by maintaining a Child Deaths Register, conducting or sponsoring research about child deaths, and developing policy to deal with child deaths, diseases and accidents.
Community Justice Centre Act 2005
NT Community Justice Centre
The Centre is established pursuant to section 7 of the *Community Justice Centre Act 2005*. The purpose of the Centre is to provide mediation services to the community and adjudicate construction contract payment disputes.
Health and Community Services Complaints Act 1998[1]
Health and Community Services Complaints Review Committee
This Committee is established pursuant to section 78 of the *Health and Community Services Complaints Act 1998*. The functions of the Committee are: (a) to review the conduct of a complaint to determine whether the procedures and processes for responding to the complaint were followed and, as it thinks fit, to make recommendations to the Commissioner in respect of the conduct of the complaint; (b) to monitor the operation of this Act and make recommendations to the Commissioner in respect of any aspect of the procedures and processes for responding to complaints; and (c) to advise the Commissioner and the Minister, as appropriate, on the operation of this Act and the Regulations.
Judicial Commission Act 2020
Judicial Commission
The Commission is established pursuant to section 5 of the *Judicial Commission Act 2005*. The Commission is established to deal with complaint about the behaviour or mental capacity of Northern Territory judicial officers and member of the Northern Territory Civil and Administrative Tribunal.
Legal Aid Act 1990
Northern Territory Legal Aid Commission
The NT Legal Aid Commission is established pursuant to section 5 of the *Legal Aid Act 1990*. The NT Legal Aid Commission is an independent statutory body corporate. The purpose of this Commission is to manage the provision of Legal Aid services to the NT community.
Legal Profession Act 2006
Council of the Law Society Northern Territory
This Council is established pursuant to section 638 of the *Legal Profession Act 2006*. The Council's purpose is to manage the functions of the Law Society Northern Territory.
Law Society Northern Territory
This Society is a body corporate established pursuant to section 635 of the *Legal Profession Act 2006*. The Society's purpose is to control the affairs of the legal profession in the Northern Territory.
Legal Practitioners Admission Board of the Northern Territory
This Board is established pursuant to section 650 of the *Legal Profession Act 2006*. The purpose of the Board is to report on applications for admission to practice as a legal practitioner.
Legal Practitioners Disciplinary Tribunal
This Tribunal is established pursuant to section 669 of the *Legal Profession Act 2006*. The Tribunal hears complaints against legal practitioners in the NT.
Legal Practitioners Funds Management Committee
Statutory body corporate established under section *659 Legal Profession Act 2006*. The Committee is under a statutory obligation to: manage the Legal Practitioners Fidelity Fund established under section 385 *Legal Profession Act 2006*; and advise the Attorney General on payments from the Fidelity Fund to maintain various legal profession bodies, community legal centres, and public purposes.
Liquor Commission Act 2018
Northern Territory Liquor Commission
To regulate liquor licensing in the NT under the *Liquor Commission Act 2018* and the *Liquor Act 2019*.
Northern Territory Civil and Administrative Tribunal Act 2014
Northern Territory Civil and Administrative Tribunal
The Tribunal is established pursuant to section 7 of the *Northern Territory Civil and Administrative Tribunal Act 2014*. The purpose of the Tribunal is to review reviewable decisions referred under relevant acts.
Northern Territory Law Reform Committee
Northern Territory Law Reform Committee
This Committee is established by constitution (a non-statutory committee). Its purpose is to recommend law reform measures to the Attorney-General.
Parole Act 1971
Parole Board of the Northern Territory
The Board is established under section 3A of the *Parole Act 1971*. The purpose of this Board is to make decisions relating to the release of prisoners to parole, including prisoners serving a life sentence for the crime of murder.
Professional Standards Act 2004
Professional Standards Council
This Council is established pursuant to section 41 of the *Professional Standards Act 2004*. The purpose of the Council is to provide advice on the legislation to the Minister and occupational associations, encourage and assist in the improvement of occupational standards and development of self-regulation, and monitor the compliance of occupational associations with the standards and their risk management strategies.
Public Trustee Act 1979
Public Trustee Investment Board
This Board is established and constituted pursuant to section 12 of the *Public Trustee Act 1979*. The purpose of the Board is to control and authorise investment of money in the Common Fund of the Public Trustee.
Registration Act 1927
Lands Titles Registration and General Registry Office
This Office is established pursuant to section 4 of the *Registration Act 1927*. It is the Office of the Registrar-General.

[1] The *Health and Community Services Complaints Act 1998* transferred to the Office of the Ethics and Integrity Commission under the Administration Arrangements Order effective from 1 June 2026 and will be captured under that agency in the next reporting period.

Return to Work Act 1986
Nominal Insurer
The purpose of this Insurer is to protect injured workers whose employer does not have workers compensation insurance, and to protect employers and injured workers where insurers default in the payment of compensation under workers compensation insurance.
Scheme Monitoring Committee
The purpose of this Committee is to monitor the viability and performance of the Northern Territory Workers Compensation Scheme, monitor premium rates offered for workers compensation in the Northern Territory and consider the report on the effectiveness of the premiums offered by insurers in encouraging safe working practices and in penalising employers who do not ensure the maintenance of safe working practices.
Workers Rehabilitation and Compensation Advisory Council
The purpose of this Council is to keep the operation of the *Return to Work Act 1986* under review; make recommendations to the Minister on possible improvements to the administration of this Act, or the statutory scheme for the rehabilitation and compensation on injured workers in the Northern Territory; carry out investigations, at the request of the Minister, into questions about the rehabilitation and compensation of injured workers and to report to the Minister on the results of the investigations; and, perform any other advisory functions relating to workers rehabilitation and compensation as Minister directs.
Victims of Crime Rights and Services Act 2006
Crime Victims Services Unit
This Unit is established pursuant to section 5 of the *Victims of Crime Rights and Services Act 2006*. The purpose of the Unit is to administer the financial assistance and counselling schemes, establish and operate the Victims Register, and provide information and services to the community.
Crime Victims Advisory Committee
This Committee is established pursuant to section 10 of the *Victims of Crime Rights and Services Act 2006*. Its purpose is to advise the Minister on matters affecting the interests or rights of victims of crime.
Work Health and Safety (National Uniform Legislation) Act 2011
Work Health and Safety Advisory Council
The purpose of this Council is to keep under review the operation of the *Work Health and Safety (National Uniform Legislation) Act 2011*; to make recommendations to the Minister on possible changes to: the administration of this Act; or standards of work health and safety in the Northern Territory; at the request of the Minister, to investigate and report to the Minister on matters relating to work health and safety; to perform any other advisory functions relating to work health and safety as the Minister directs.

Appendix 3: Information held by the Attorney-General's Department

The Attorney-General's Department holds information required to deliver justice, legal, regulatory, policy, corporate and community services across the Northern Territory. Information is created and maintained to support statutory functions, government decision-making, service delivery, regulatory activities and corporate administration.

Access to information

Information may be available through a range of access arrangements.

- **Publicly available online**
- **Available to the individual for inspection**
- **Available free on request**
- **Available under another Act**
- **FOI application required**
- **Available from another source**

Corporate and Executive Administration

The department maintains information relating to:

- executive correspondence, ministerial liaison and governance
- strategic planning, corporate policy, performance monitoring and reporting
- financial management, audit, risk and assurance activities
- workforce management, training, workforce planning and employee wellbeing
- work health and safety, procurement, property, assets and information management
- organisational improvement initiatives and implementation of departmental priorities.

Legal Services

Solicitor for the Northern Territory

The department maintains information relating to:

- legal advice provided to government agencies
- litigation and dispute resolution
- commercial transactions and contracts
- land, property and native title matters
- legal service procurement and tendering
- ministerial and Cabinet matters.

Crime Victims Services Unit

The department maintains information relating to:

- applications for victims' assistance
- victim support services
- statutory decision-making and assessments
- client and case management records
- ministerial and Cabinet matters.

Strategic Policy Services

The department maintains information relating to:

- strategic policy development and coordination
- legislative reform and law-making processes
- legal and justice policy analysis
- Aboriginal justice initiatives and programs
- stakeholder consultation and engagement
- criminal justice research and statistical reporting
- government advice, research papers and public reports.

Justice Services

Courts and Tribunal Administration Services

The department maintains information relating to:

- court administration and registry functions
- court records, orders and warrants
- judicial administration and tribunal support
- court scheduling and recording services
- legal practitioner administration
- commissioners for oaths and justices of the peace.

Community Justice Centre

Information includes:

- mediation and dispute resolution services
- mediator accreditation and training
- client records and service administration.

Office of the Registrar-General

Information includes:

- births, deaths and marriages registrations
- change of name and adoption records
- land title and statutory registers
- powers of attorney and related registrations
- historical registry records.

Director of Public Prosecutions

Director of Public Prosecutions

The Office of the Director of Public Prosecutions maintains information relating to:

- criminal prosecutions
- witness assistance services
- prosecution policies and practice directions
- legal reference systems and case management
- operational and administrative functions.

Independent offices and statutory authorities

Anti-Discrimination Commission

Information relating to complaints, investigations, conciliation, education advisory services, and community visitor program.

Consumer Affairs

Information relating to:

- consumer complaints and dispute resolution
- trust account administration
- compliance and enforcement activities
- regulatory functions
- public education and advisory services.

NT Liquor Commission

Information relating to:

- licensing applications and decisions
- public hearings and determinations
- disciplinary and compliance matters
- public registers, policies and reports.

Parole Board

Information relating to:

- parole decision-making
- offender management and supervision
- statutory parole functions.

Office of the Children's Commissioner

Information relating to statutory functions, advocacy and oversight activities, subject to legislative access restrictions.

Public Guardian and Trustee

Information relating to:

- adult guardianship
- wills and estates
- trusts and financial administration
- advance personal plans
- investigations, complaints and statutory registers.

NT WorkSafe

The department maintains information relating to:

- workplace health and safety regulation
- electrical safety and dangerous goods regulation
- licensing and registration activities
- workplace incidents, investigations and prosecutions
- workers compensation administration
- public education and compliance activities
- statutory reports, statistics and public registers.

Further information on how to access information about the department is available here: **agd.nt.gov.au/access-to-information**

Appendix 4. Construction Contracts (Security of Payments) Act 2004

Applications and registrations

	Adjudicator registration numbers	
Year	Annual registration numbers	Total number registered
2020–21	6	84
2021–22	3	87
2022–23	2	88
2023–24	5	92
2024–25	0	43
2025–26	2	95

Applications and determinations

Year	Number of applications	Number of determinations	Number of withdrawals and rejections of applications (e.g. for being made out of time)	Number of court actions resulting from determinations and appointments of adjudicators
2020–21	5	5	0	0
2021–22	17	2	14	0
2022–23	7	7	1	1
2023–24	15	14	1	0
2024–25	11	9	0	0
2025–26	9	9	0	2

Adjudicator fees

Year	No. of (known) applications determined	Total fees charged	Average fee	Award total	Total fees as a percentage of total amount awarded
2020–21	5	$59,093.00	$11,819	$1,634,721	3.61%
2021–22	3	$35,858.00	$11,952.67	$250,882.60	14.29%
2022–23	20	$321,185.75	$16,904.51	$22,478,662.37	1.43%
2023–24	14	$164 468.20	$12 651	$18 878 268	0.86%
2024–25	9	$141,022.06	$14,102.20	$810,715.68	1.73%
2025–26	9	$67,806 (Amount only provided in 5 of the 9)	$13,561.20	$14,258,874.396 (Total)	0.48%

Glossary

AASB	Australian Accounting Standards Board
AGD	Attorney-General's Department
AOTA	Accountable Officer's Trust Account
ATO	Australian Tax Office
BP3	Budget Paper No. 3: Agency Budget Statements
CEO	Chief Executive Officer
CJRESU	Criminal Justice Research Evaluation and Statistics Unit
DCDD	Department of Corporate and Digital Development
DLI	Department of Logistics and Infrastructure
DOC	Department of Corrections
DPP	Director of Public Prosecutions
FBT	Fringe Benefits Tax
FOI	Freedom of Information
FTE	Full Time Equivalent
GST	Goods and Services Tax
KMP	Key Management Personnel
KPI	Key Performance Indicator
NP	National Partnership
KWILS	Katherine Women's Information and Legal Service
NT	Northern Territory
NTCAT	Northern Territory Civil and Administrative Tribunal
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
PEXA	Property Exchange Australia
PSEMA	*Public Sector Employment and Management Act 1993*
SC	Senior Counsel
SFNT	Solicitor for the Northern Territory
SPP	Specific Purpose Payments
TIG-ER	Targeted Intervention Group – Early Resolutions
WHS	Work Health and Safety

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NORTHERN TERRITORY GOVERNMENT

ATTORNEY-GENERAL'S DEPARTMENT