

Office of the
Independent
Commissioner
Against
Corruption NT



ANNUAL REPORT

2021-22

Purpose of this report

The 2021-22 Annual Report of the Office of the Independent Commissioner Against Corruption (OICAC or the office) has been prepared in order to comply with annual reporting requirements under:

- section 128 of the *Independent Commissioner Against Corruption Act 2017* (the ICAC Act)
- section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA)
- sections 11 and 13 of the *Financial Management Act 1995*
- part 9 of the *Information Act 2002*.

This annual report also highlights the performance of the OICAC in 2021-22 against approved budget outputs and key performance measures as published in the Northern Territory Government's 2021-22 Agency Budget Statements (Budget Paper no. 3).

Acknowledgement of Country

The Office of the Independent Commissioner Against Corruption acknowledges Aboriginal and Torres Strait Islander people as Traditional Custodians of the land on which we work and live, and pays respect to Elders past, present and emerging.

Published by the Office of the Independent Commissioner Against Corruption

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Representation letter to the ICAC Minister (Chief Minister)

The Honourable Natasha Fyles MLA
Chief Minister of the Northern Territory
GPO Box 3146
DARWIN NT 0801

Dear Chief Minister

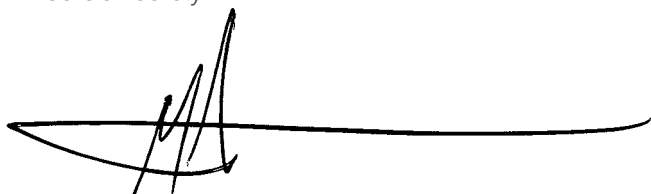
I present the 2021-22 annual report on the activities and achievements of the Office of the Independent Commissioner Against Corruption (OICAC).

This report is submitted to you pursuant to the requirements of the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*. In my capacity as Accountable Officer, I advise that to the best of my knowledge and belief:

- a) proper records of all transactions affecting the office are kept and that employees under my control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
- b) procedures within the office afford proper internal control and are recorded in the strategic risk register and the Accounting and Property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c) an incident of alleged disclosure of confidential information was identified and has been dealt with through a judicial process. There is no other indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records
- d) in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the office is adequate and the results of internal audits have been reported to me as the Accountable Officer
- e) the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
- f) all reporting required under Employment Instructions issued by the Commissioner for Public Employment has been satisfied
- g) the office's records management provisions are working in compliance with the *Information Act 2002*.

I ask that you table a copy of this report to the Legislative Assembly within 6 working days of you receiving it.

Yours sincerely



Mr Michael Riches
Independent Commissioner Against Corruption
28 September 2022

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Commissioner's foreword

This is my first annual report covering almost a full year as Commissioner. It has been both a challenging and rewarding first year. I am indebted to everyone who has supported me as I have come to grips with this jurisdiction.

A new approach

My first few months were spent understanding the operations of my office, together with public administration in the Northern Territory (NT). I had the benefit of meeting a broad range of people across the NT and I am grateful for their time and insight.

As is to be expected of a new Commissioner, I took a different approach to that of my predecessor. Much of my first 12 months has been focused inward, reviewing and resetting the approach to be taken to various functions. Much work has been done developing new processes, improving internal and external collaboration, recruiting new directors, and attending to historical matters. I initiated a governance and reform project to ensure our own suite of policies and procedures were appropriate.

When I commenced, the office was carrying more than 170 reports that had yet to be assessed, together with 55 current investigations. Utilising resources from the Investigations team, we were able to clear the backlog of reports. I am pleased to report that our timeliness in assessments has improved considerably, and more efficiencies will be gained over the coming year as we continue to refine our approach.

When this office commenced, it inherited records held by the former Office of the Commissioner for Public Interest Disclosures (PID). These records were in both electronic and hard copy form. A project was established to review and digitise all records in a manner that could be migrated to the ICAC case management system. Forty-eight boxes of records, together with a significant volume of digital records, were analysed and migrated to the case management system.

We have developed and implemented a training program for staff. In this reporting period the program has included:

- criminal offences and responsibility
- prosecution process and briefs
- recognising and managing cognitive bias
- cross-cultural awareness
- mental health first aid
- plain English writing
- records management and records security
- anti-discrimination, harassment and bullying
- mandatory reporting and information reports.

I issued new guidelines for my staff in accordance with section 123 of the ICAC Act. The guidelines set out the principles by which I expect staff to approach their duties.

With the assistance of my staff, I developed a new Strategic Plan. That plan came into effect on 1 July 2022. That plan is designed to guide our activities for the remainder of my term.

During the reporting period, I prepared a General Report for Parliament. I have since prepared a second general report. I will continue to prepare general reports on matters that I consider warrant the attention of the Parliament, and the public.

In February 2022, I issued new mandatory reporting directions for all public officers. Those directions reduce the reporting burden on most public officers, while still ensuring that matters of impropriety are brought to my attention.

Reviews

A number of matters had been raised in respect of the Batchelor Institute of Indigenous Tertiary Education. Many of the matters raised appeared to suggest poor policy and process. Rather than investigate individual matters, I decided to conduct a review of the organisation's practices, policies and procedures, as I am empowered to do under section 23 of the ICAC Act. My review resulted in a report that included 27 recommendations, all of which have been accepted.

My office had also received a number of reports relating to impropriety in procurement activities emanating out of the Katherine office of the Department of Infrastructure, Planning and Logistics. I determined to conduct a review of the practices, policies and procedures of that department, focusing upon activities in Katherine. That review is underway and is being conducted by my Executive Director Operations.

Investigations

On commencement, I was concerned that the number of investigations underway was beyond the capacity of my resources. I was also concerned that there were some investigations for which there had been no action for up to 2 years. I was not prepared to adopt all of those investigations as my own. In many cases, I did not consider the matter warranted investigation, or did not warrant investigation by my office. In other cases, I did not consider the matter to be within my jurisdiction to investigate.

I was also not prepared to continue with the use of external investigators. In all, I determined to adopt 11 investigations as mine to continue. Other matters were either closed or referred to another agency for consideration.

At the time of preparing this report, my office has 17 active investigations. Many of those investigations involve complex facts and a substantial volume of evidence. Some of those investigations have taken longer to complete than I would have hoped. My office and I are continuing to drive improvements

in skill, knowledge and process that, over time, will improve efficiency.

A great deal of work has been undertaken to reshape the approach to investigations. Investigations undertaken must now be the subject of an investigation plan, an initial investigation strategy meeting, ongoing fortnightly update meetings, regular meetings with counsel assisting me in the investigation, and a compulsory debrief meeting at its conclusion. Reworking of template documents, policies and procedures is ongoing.

Education and prevention

In my view, my education and prevention function is at least as important as my investigation function. The practical reality is that while investigations are necessary to identify and, where appropriate, hold people accountable for their impropriety, working with agencies to build an awareness of improper conduct risks, and to help agencies build systems to reduce those risks, is essential.

To that end, my team and I have conducted 70 education and awareness sessions, involving almost 2,000 participants. While COVID-19 had some impact on travel, I visited Alice Springs and Tennant Creek to meet with and speak to public officers in those centres.

My staff are finalising a regional and remote engagement strategy that will come into effect in the 2022-23 financial year.

We have also committed to having a regular presence in Alice Springs. Further reports, videos and presentations are scheduled for delivery over the coming 12 months.

Legislative review

Prior to my commencement, the then-Chief Minister announced a review of the ICAC Act. I have made 2 written contributions to that review. Both of my written contributions have also been provided to the Chief Minister, the Leader of the Opposition and the Standing Committee on the ICAC. I am hopeful that my suggestions for reform will be accepted and progressed.

Challenges and opportunities

From an office perspective, my staff have had to endure a year of significant and rapid change. I have been pleased with the manner in which the vast majority of my staff have adapted to my expectations.

The office has experienced significant turnover in staff. That has, of course, had an impact upon both capacity and timeliness. Nevertheless, it has presented an opportunity to renew the office with enthusiastic, skilled and committed individuals.

To support better communication and collaboration, my office developed and implemented a new dedicated OICAC staff intranet. Changes were made to relocate all staff on the same floor and seating locations were amended.

These efforts were designed to remove silos and improve collaboration within the office. Those changes have been tremendously successful.

Nevertheless, there have been challenges.

The anticipated reduction in the office's budget for the 2022-23 financial year and beyond meant that some vacant positions were not filled during this reporting period. That has had a further impact upon capacity and timeliness. Nevertheless, I am proud of the way in which my team has adapted to those challenges.

My office will adapt to our changed budgetary conditions. A reduction in resources will inevitably mean a reduction in my capacity to discharge statutory functions.

During the financial year, one staff member engaged in criminal conduct. That has been addressed by the courts. The adverse effect that such conduct has on the reputation of this office is not lost on my staff and me. My expectations of staff remain high and departures from standards will be addressed.

A number of Supreme Court proceedings were commenced relating to the activities of my predecessor. At the time of writing this report, one such proceeding remains on foot. Addressing those proceedings was costly, not only financially but in terms of the diversion of resources to address matters relating to those proceedings. Nevertheless, those proceedings have been used as an opportunity to learn and improve.

Expression of thanks

Besides being the Commissioner under the ICAC Act, I am also the Chief Executive Officer of my office. As Chief Executive Officer, I have organisational responsibility under other legislation, such as the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*. I have overall responsibility for the strategic management of the office, its activities and its resources. To assist me to carry out my role as both Commissioner and Chief Executive Officer, I have an exceptional executive team. I express my personal thanks to Naomi Loudon, Jason Blake, Anna Collins, Kathryn Clet and Stephanie Hawkins for their hard work and dedication to the office.

Indeed, I express my sincere gratitude to all of my staff, who have demonstrated great resilience and flexibility during a most challenging period.

I remain enthusiastic and committed to making a significant contribution to integrity in public administration in the NT. I look forward to the opportunities and challenges that lie ahead.

The Commissioner

The Commissioner has responsibility for discharging a range of statutory functions as prescribed in the ICAC Act.

Those functions are:

- a) to identify and investigate improper conduct;
- b) to protect persons who have assisted or may assist in detecting, preventing, investigating or otherwise responding to improper conduct;
- c) to prevent, detect and respond to improper conduct by:
 - i) developing and delivering education and training; and
 - ii) auditing or reviewing practices, policies and procedures of public bodies and public officers; and
 - iii) developing and delivering advice, reports, information and recommendations; and
 - iv) referring matters to a referral entity for investigation or further investigation, disciplinary action or prosecution; and
 - v) making public comment;

- d) to oversee and direct, as required, how referral entities deal with matters referred to them by the ICAC; and
- e) to perform other functions conferred on the ICAC under this or another Act.

In discharging those functions, the Commissioner is not subject to direction by any person in respect of the way statutory functions are performed or priority is given to any particular matter.

The Commissioner is also the Chief Executive Officer of the Office of the ICAC and has responsibilities commensurate with being the CEO.

The Office of the ICAC (OICAC)

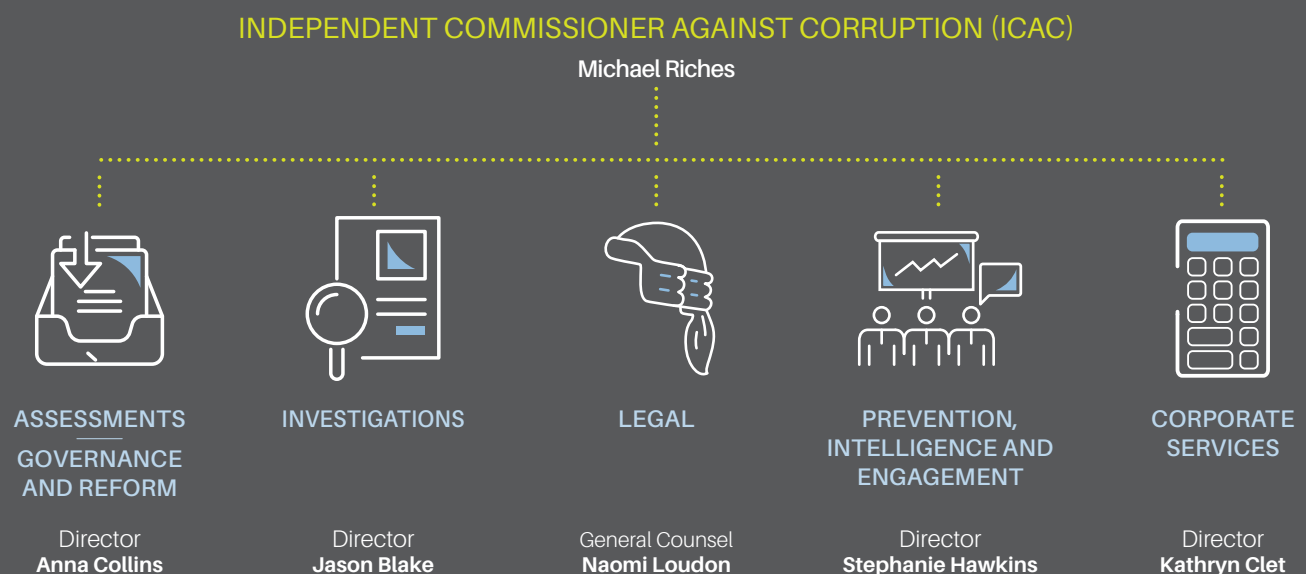
OICAC organisational structure

The OICAC has 2 main output groups supported by 6 functional units.

Table 1: OICAC output groups

Output group	Outcome	Functional unit
OICAC Operations	Integrity in public administration is improved	<ul style="list-style-type: none"> Executive Assessments Investigations Legal Prevention, Intelligence and Engagement
Corporate and Governance	Improved organisational performance through strategic leadership and governance, and provision of corporate services functions	<ul style="list-style-type: none"> Corporate Services

Members of the Executive Committee as at 30 June 2022



The OICAC employed a total of 23 full-time equivalent (FTE) staff as at pay period 26 of the 2021-22 financial year (compared to 31 FTE in 2020-21).

Table 2: OICAC FTE staff as at the final pay period in 2021-22 (pay period 26)

Business unit	2020-21	2021-22	Change (+/-)
Executive (including Executive Support)	4	2	-2
Assessments	8	4	-4
Investigations	8	9	1
Legal	1	1	0
Prevention, Intelligence and Engagement	3	3	0
Corporate Services	4	3	-1
Temporary Public Interest Disclosures (PID) project	3	1	-2
Total	31	23	-8

Executive Support

Executive support staff provide administrative and secretariat services to the Commissioner and other directors.

Assessments

The Assessments unit assesses all reports made to the OICAC and recommends what, if any, action should be taken. The decision as to what, if any, action is taken rests with the Commissioner or a delegate. The Assessments unit reviews reports from public bodies on the action taken in respect of a referral. The unit then monitors the implementation of recommendations made by the Commissioner to public bodies.

Investigations

The Investigations unit supports the Commissioner in the investigation of alleged improper conduct as directed by him. A range of methodologies are used to collect evidence, including taking statements, obtaining business and financial records, private examinations and collecting information using traditional and contemporary investigative techniques. Investigations are subject to ongoing direction from the Commissioner.

Legal

The Legal unit through the General Counsel provides legal advice and support to the Commissioner and OICAC staff. The role acts as Counsel Assisting the Commissioner during private examinations. The General Counsel also supports the Commissioner in discharging his statutory functions by reviewing assessment recommendations, providing legal advice on education and prevention activities, and supporting the Commissioner to meet strategic priorities.

Prevention, Intelligence and Engagement

The Prevention, Intelligence and Engagement unit delivers awareness, engagement and prevention activities to public sector agencies and local government councils, other organisations and the community. The unit develops prevention and engagement strategies and resources, and works with public bodies to increase awareness of improper conduct and foster a culture of reporting.

Corporate Services

The Corporate Services unit supports the operational requirements of the OICAC by managing finance, human resources, governance and risk, and business services. Corporate Services also works with other NT Government agencies and

external contractors to coordinate business services that include procurement, work health and safety (WHS), records management, and information and communications technology support.

Reporting on OICAC's key performance indicators

As published in the NT Government's 2021-22 Agency Budget Statements in May 2021, Table 3 presents actual results against each key performance indicator (KPI) with explanations on variations.

Table 3: Results against KPIs in 2021-22 Agency Budget Statements

KPIs	2021-22 Budget	2021-22 Actual	Comments on variations
Corruption prevention initiatives, including information sessions, workshops and forums ¹	50	70	Target achieved. Refer to Preventions section on page 26.
Satisfaction with prevention initiatives	≥80%	82%	Target achieved. Refer to Preventions section on page 26.
Reports acknowledged in 7 days	≥90%	95%	Target exceeded. Refer to Assessments section on page 16
Reports assessed in 30 days ²	≥80%	96%	Target exceeded. Refer to Assessments section on page 16
Translation of investigations to formal reports ³	≥90%	1.8%	One of 56 finalised investigations during the year resulted in a findings report that was made public. Refer to Investigations section on page 22.
Compliance with section 126 of the ICAC Act (regarding suitability checks for staff) ⁴	100%	100%	Target achieved. Refer to Human Resources section on page 34.
Recommendations accepted from OICAC reports to public bodies	≥80%	100%	Target achieved. Refer to Reviews section on page 27.
Percentage of finalised investigations resulting in significant outcomes ⁵	≥70%	1.8%	One of 56 finalised investigations during the year resulted in a findings report that was made public. Refer to Investigations section on page 22.

1. Initiatives include information sessions, forums, stakeholder meetings and targeted communications.

2. Assessment commences from receipt of supporting information to completion of assessment.

3. Refers to reports, public statements and recommendations issued under division 7 of part 3 of the ICAC Act.

4. Refers to the vetting process for staff of the OICAC.

5. Significant outcomes include a criminal prosecution, a finding under division 2 of part 1 of the ICAC Act, which may result in a formal report, or the exoneration of an entity that has been publicly accused.

During the reporting period the Commissioner released a new strategic plan together with a suite of new targets and KPIs. The following KPIs were included in the 2022-23 Agency Budget Statements.

Table 4: KPIs in 2022-23 Agency Budget Statements

KPIs	Target
Investigations completed within 6 months of commencement ¹	60%
Investigations completed within 12 months of commencement ¹	75%
Investigation strategy meetings conducted within 10 business days of investigation commencement ¹	90%
Examinations listed within 1 month of counsel assisting receiving the examination brief	≥80%
Case reviews held between Counsel Assisting and assigned investigators within 1 month of investigation commencement ¹	100%
Assessments completed within 20 business days of receipt of report	90%
Reports back on referrals considered and responded to within 10 business days	90%
Debrief meetings held within 20 business days of investigation closure ²	90%
NT Court decisions relevant to ICAC operations reviewed and discussed within 10 business days of delivery of the decision	100%
Active investigations reviewed via fortnightly meetings	100%
Feedback sought and assessed on face-to-face and online learning sessions	≥60%
Recommendations made by the Inspector of the ICAC considered and determined within 5 business days of receipt of the recommendation	100%
Education and prevention activities conducted ³	100
Engage with each local council at least twice per year ⁴	100%
General reports delivered to Parliament	2

1. Commencement date is the date the Commissioner recorded the decision to investigate on the OICAC case management system, Condor.
2. Closure date is the date the Commissioner recorded the decision to close the investigation on the OICAC case management system, Condor.
3. Activities include educational videos, reports, presentations, corruption alerts and newsletters.
4. Engagement includes communicating trends, issues or recommendations in writing and providing face-to-face or online training tailored to local councils.

Compliance with section 128 of the ICAC Act

Under section 128 of the ICAC Act, the OICAC is required to report on a number of key items. The items and their location in this report are as follows.

Table 5: Reporting on key items

Item	Page
The number and general nature of allegations of improper conduct made to the Commissioner	17-19
The number and general nature of reports mentioned in section 22(5) (mandatory reports)	16-17
The number and general nature of referrals	19-21
The number of search warrants issued to authorised officers	24
The number and general nature of any other warrants issued to authorised officers under an NT law	24
The number and general nature of non-disclosure directions given	24
An indication of the kinds of activities conducted by the Commissioner to prevent, detect and respond to improper conduct and the results of those activities	26-27
An indication of the kinds of activities conducted by the Commissioner to prevent and respond to retaliation and the results of those activities	26

Financial performance

In 2021-22, the OICAC had a net surplus of \$148,000, compared to a net deficit of \$209,000 in the year prior. Total income increased by \$111,000, or 1.5%, compared with last year, with total expenses decreasing by \$246,000, or 3.2%.

Table 6: Summary of operating result

	2020-21	2021-22	Change	Notes on change
	\$000	\$000	\$000	
Total income	7,474	7,585	111	1
Total expenses	7,683	7,437	(246)	2
Net surplus (deficit)	(209)	148	357	

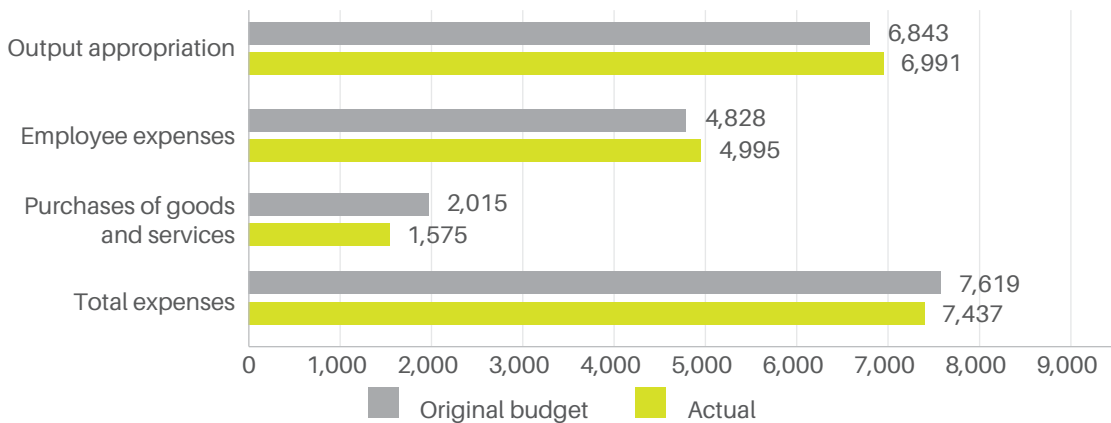
Notes on changes from prior year

- Output appropriation increased by \$42,000, while notional income from goods and services received free of charge increased by \$69,000, compared to the prior year.
- Administrative expenses decreased by \$573,000, mainly due to the reduction in external investigative services as a result of conducting investigations fully in-house. This decrease was offset by the increase in employee expenses of \$327,000, primarily due to the payment of \$124,000 of allowance to eligible staff resulting from the NT Public Sector 2021-2025 Enterprise Agreement. In addition, there was an increase in the average number of employees during the year to 29.86 FTE staff in 2021-22, compared to 27.86 average FTE in the prior year.

Actual performance against budget

In 2021-22, the OICAC had an improved result of \$148,000 net surplus, compared to the original budgeted deficit of \$269,000. This improved result was due to actual purchases of goods and services being \$440,000 less than budgeted for the year. This was offset by employee expenses being \$167,000 more than budgeted, primarily due to the lump sum payments from the NT Public Sector 2021-2025 Enterprise Agreement. Further information can be found on the notes to the financial statements.

Figure 1: Actual vs original budget figures, 2021-22 (\$'000)



..... Our vision

The highest standards of integrity in Northern Territory public administration

..... Our mission

To support and improve integrity in Northern Territory public administration through the discharge of statutory functions

..... Our guiding principles

- Integrity
- Independence
- Fairness
- Courage
- Accountability
- Public interest

Assessments

Functions and objectives

The Assessments unit receives information, enquiries and reports of suspected improper conduct from public officers and members of the public. That information is assessed and a recommendation is made to the Commissioner or a delegate as to what, if any, action ought to be taken.

Where required by the Commissioner, the Assessments unit is also responsible for the conduct of preliminary inquiries in accordance with section 24 of the ICAC Act.

When the Commissioner, or a delegate, refers a matter to a public body, that referral can be accompanied with a direction that the public body report back on the action that has been taken. The Assessments unit will receive and consider that report back and provide an account to the Commissioner.

The unit had 4 FTE staff at 30 June 2022:

- Director Assessments (also acting as Director Governance and Reform)
- Assessments Officers (3).

2021-22 Assessments unit performance

KPIs	2021-22 Budget	2021-22 Actual	Comments on variations
Acknowledge reports received within 7 days	90%	95%	Exceeded
Assess reports within 30 days	80%	96%	Exceeded

The Assessments unit strives to acknowledge 90% of reports received within 7 days and assess 80% within 30 days. In 2021-22, the Assessments unit acknowledged 95% of reports within 7 days and assessed 96% of reports within 30 days. This is an improvement on the previous reporting period where 68% of reports were assessed within 30 days.

In 2021-22, the Assessments unit received 518 contacts:

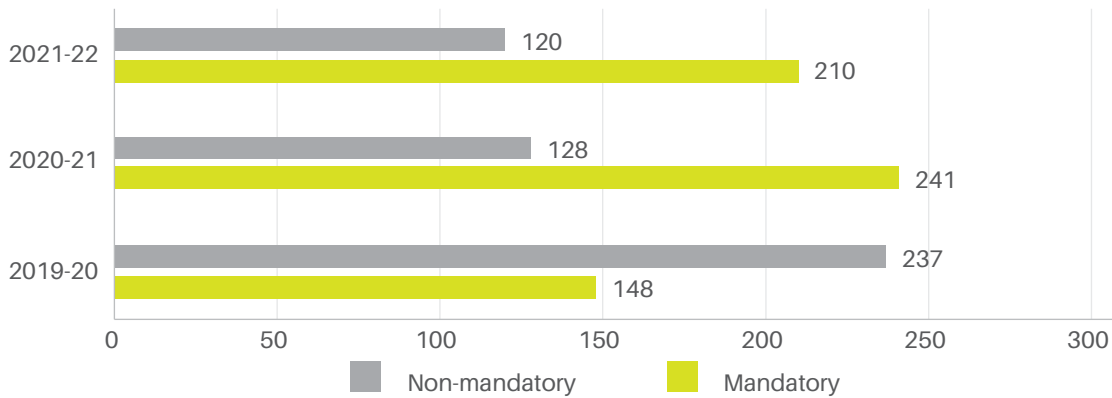
- 330 reports
- 128 contacts providing non-specific information (therefore not treated as a report, but retained for intelligence purposes)
- 58 general enquiries
- 2 for the ICAC Inspector.

Of the 330 reports received in 2021-22, 64% (210) were made in accordance with mandatory reporting directions. That result is comparable to the previous financial year.

The general nature of mandatory reports includes:

- misuse of assets
- nepotistic hiring practices
- inappropriate performance of function
- deviations from policy and procedure identified in audits and reviews
- inadequate management of conflicts of interest
- unsatisfactory and corrupt conduct through the mismanagement of resources, projects or procurements.

Figure 2: Mandatory and non-mandatory reports received by year



Each report received by the office may contain one or more allegations. In 2021-22, 364 allegations were received for assessment. Of these, 236 have been identified as being from public officers or public bodies.

The overall number of allegations received in 2021-22 is a reduction of over 100 compared to the previous reporting period. It is not presently clear why there has been such a reduction.

The general nature of allegations is consistent with previous years and includes:

- inadequate management of conflicts of interest related to recruitment, procurement and funding decisions
- police misconduct
- misuse of public resources, including vehicles, housing and equipment

- inappropriate performance of function, including negligence and incompetence, such as:
 - acting outside delegations
 - failing to make defensible decisions
 - mismanaging projects or resources
- code of conduct and discipline breaches
- misuse of information
- anti-democratic conduct
- retaliation.

Figure 3: Allegations by improper conduct type at assessment, 2021-22

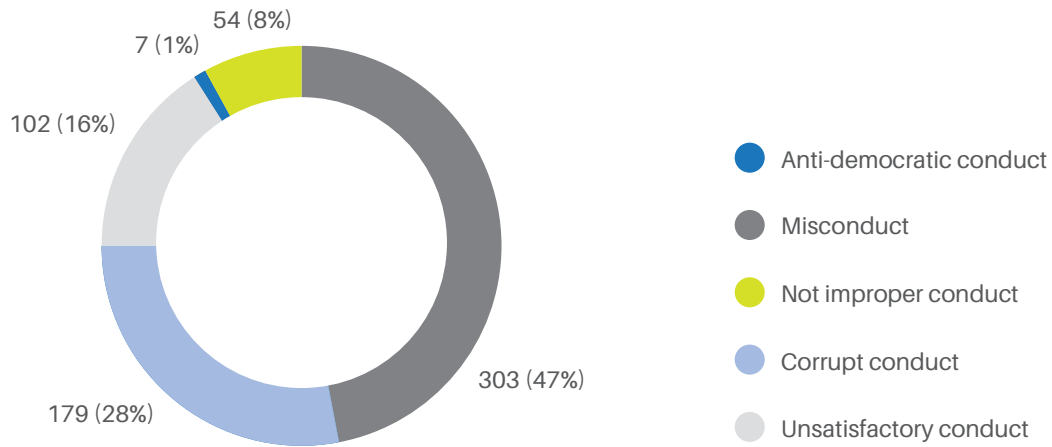
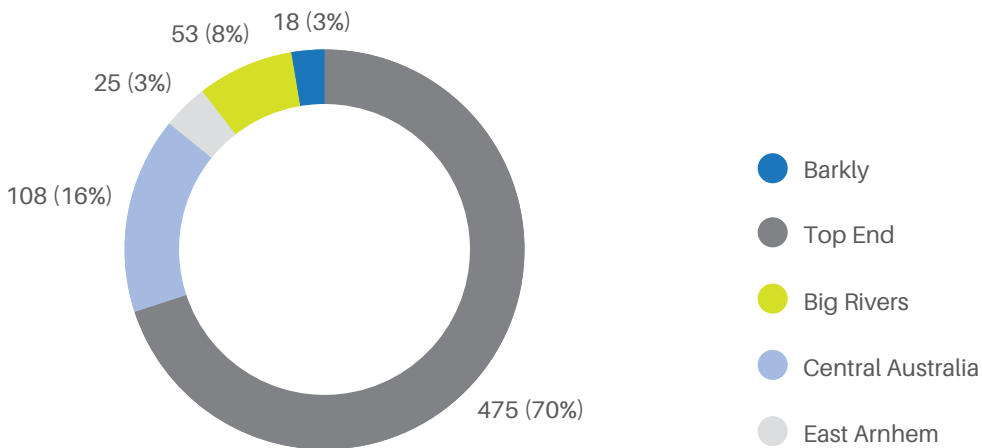
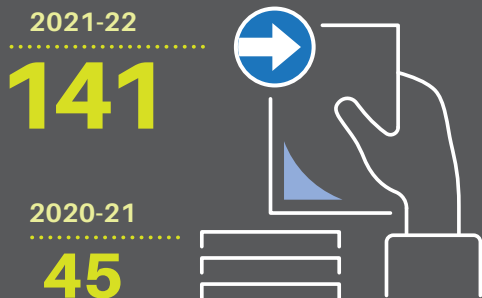


Figure 4: Allegations by region, 2021-22



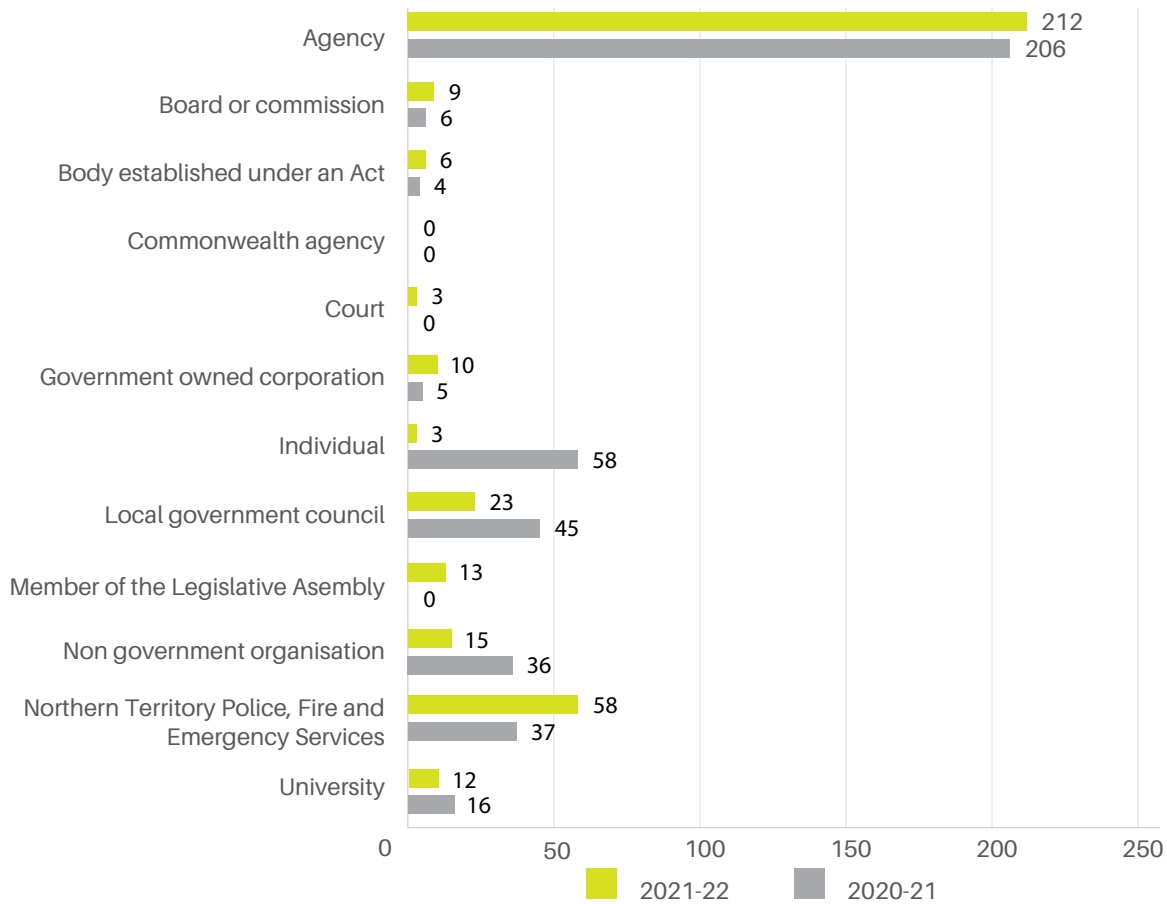
Allegations referred to agencies



Reports assessed within 30 days



Figure 5: Allegations by public body or public officer type



A total of 677 allegations were assessed in 2021-22 (including allegations received in the previous financial year).

Of the allegations assessed, 141 were referred, or are to be referred, to a referral entity. Of those allegations:

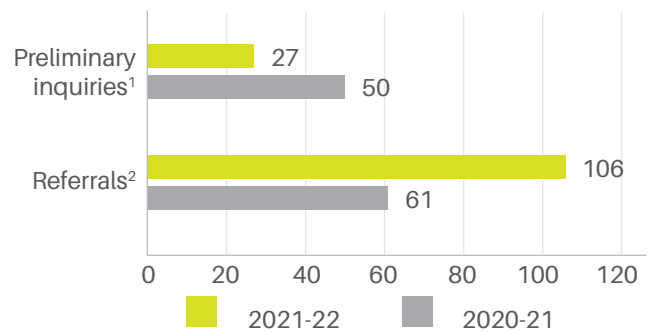
- 120 are now closed having been referred to and dealt with by the referral entity
- one allegation was referred but is now under investigation by the Commissioner
- one allegation was referred but is now the subject of a preliminary inquiry by the Commissioner.

Eighteen allegations were, or are, the subject of a preliminary inquiry by the Commissioner.

A further 38 allegations were, or are, the subject of investigation by the Commissioner.

The remaining allegations were closed with no further action taken.

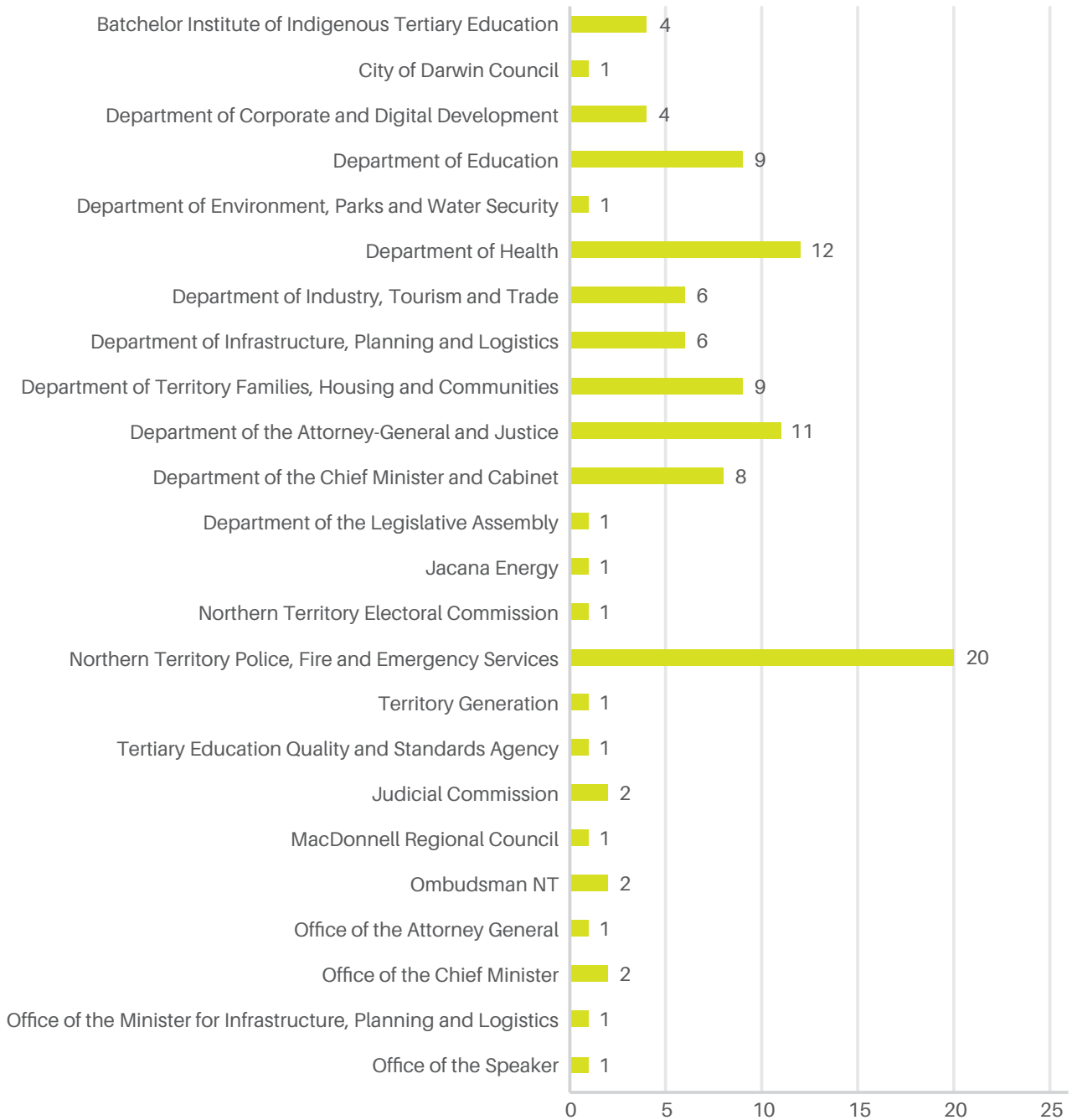
Figure 6: Referrals and preliminary inquiries notices, by year



1. See section 75 of the ICAC Act.

2. See section 25 of the ICAC Act.

Figure 7: Referrals by referral entity 2021-22



At 30 June 2022, 608 allegations have been closed with no further action required. This includes referrals and preliminary inquiries that have been completed. Seven allegations are still in preliminary inquiry and 43 are awaiting the completion of referral actions.

The general nature of allegations referred are largely allegations of misconduct and unsatisfactory conduct. The allegations include:

- inadequate management of conflicts of interest in recruitment and procurement actions, including failing to declare and adequately manage known relationships with suppliers and applicants
- misuse of resources, such as assets and information by:
 - providing information about contracts or services to friends and family
 - claiming or using grant funding not in accordance with grant funding criteria
 - unauthorised use of vehicles and equipment
- dishonesty, such as:
 - timesheet dishonesty or fraud
 - undue claiming of allowances
 - falsification of experience or resumes
- code of conduct and discipline breaches, such as:
 - bullying
 - harassment
 - workplace management issues.

The Commissioner may request a report back from the referral entity. In 2021-22, 97 referrals included a requirement to report back to the Commissioner. By 30 June 2022, 52 reports were received reporting action taken by referral entities on substantiated allegations of improper conduct, including:

- repayment of funds
- formal discipline processes
- changes to governance and policy documents and frameworks
- remedial training
- referral to police
- changes to staff supervision and management.

Forty-seven allegations were reported to be unsubstantiated by the referral entity. However, referral entities reported introducing more control measures to reduce the risk and perception of improper conduct. These controls included reviews of governance and policy environments and the introduction of education and awareness programs.

[PID information audit and migration project](#)

The PID information audit and migration project was completed on 17 June 2022. The project digitised 354 PID cases files and migrated them into the Condor case management system.

Disposal and retention work was completed following migration of the records. Thirty-five permanent hard copy case files were identified for long-term storage. The remaining records were destroyed in accordance with record disposal schedules.

Investigations

Functions and objectives

The Investigations unit supports the Commissioner to investigate allegations of improper conduct.

A range of methodologies is used to collect evidence, including taking statements, obtaining business and financial records, private examinations and collecting information using traditional and contemporary investigative techniques.

The unit committed its resources to improving existing policies and procedures, and commenced the initial phase of the agency's new operations compliance framework.

The unit has undertaken significant work to build capacity with all matters now investigated internally. Reliance on external investigators has discontinued.

The unit had 9 FTE staff at 30 June 2022:

- Director Investigations
- Manager Investigations (2)
- Senior Investigator (5)
- Investigation Support Officer.

2021-22 Investigations unit performance

KPIs	2021-22 Budget	2021-22 Actual	Comments on variations
Translation of investigations into formal reports (refers to reports, public statements and recommendations issued under division 7 of part 3 of the ICAC Act)	≥90%	1.8%	Not met
Percentage of finalised reports resulting in significant outcomes (includes a criminal prosecution, a finding under division 2 of part 1 of the ICAC Act, which may result in a formal report or the exoneration of an entity that has been publicly accused)	≥70%	1.8%	Not met

The Commissioner may commence an investigation where he has information that, if true, would show that improper conduct has occurred, is occurring, or is at risk of occurring.

At 1 July 2021, there were 56 active investigations. Prior to the commencement of Commissioner Riches on 6 July 2021, one investigation was finalised. During the reporting period, another 17 investigations were opened. This includes 3 investigations commenced as joint investigations with another agency.

Table 7: General nature of investigations commenced during the financial year

Nature of investigations	2020-21	2021-22	Change (+/-)
Conflict of interest	1	1	0
Abuse of office	0	2	2
Judicial review	0	1	1
Anti-democratic	0	1	1
Destruction of evidence	0	1	1
Deceptive conduct	4	1	-3
Improper recruitment process	0	1	1
Disclosure of information	1	4	3
Improper procurement processes	2	2	0
Negligence	0	1	1
Improper use of public resources	2	2	0
Criminal (drug use)	1	0	-1
Retaliation	2	0	-2
Breach of ICAC Act	1	0	-1
Total	14	17	

Investigations finalised

Following Commissioner Riches' commencement in July 2021, all current investigations were reviewed.

After a comprehensive review of these investigations, the Commissioner determined which he would adopt as his own and which he would either refer or close.

The Commissioner determined to close 33 investigations, either because he did not consider the matter warranted investigation, the matter had already been investigated, or the matter was not within jurisdiction.

A further 11 investigations were closed and referred to another body.

The Commissioner adopted 11 investigations and commenced a further 17 investigations.

In all, 55 investigations were finalised during the period, with a further 17 investigations carried into the new financial year.

Notice to produce information or items

For the purpose of an investigation, the Commissioner may require a person to produce information or specific items. Such requirements are provided in a notice issued in accordance with section 32 of the ICAC Act. During the reporting period, the Commissioner issued 32 such notices.

The Commissioner can also inspect financial records with the service of a notice issued under section 33 of the ICAC Act.

Table 8: Notices served

Investigative power	2020-21	2021-22	Change (+/-)
Notice to produce items/provide information (section 32)	120	32	-88
Notice to produce financial records (section 33)	7	0	-7
Non-disclosure directions ¹	179	8	-171

1. The general nature of these non-disclosure directions is not to disclose the information provided by the Commissioner or to the Commissioner, or that the Commissioner was conducting an investigation.

Once an investigation has commenced, the Commissioner may require a person to attend for examination.

During this reporting period, there were 19 private examinations held.

Table 9: Private examinations

Power to investigate	2020-21	2021-22	Change (+/-)
Notice to Attend for Examination (section 34)	51	19	-32

The Commissioner may conduct an investigation as a joint investigation with another agency.

A joint investigation enables both agencies to combine their resources and statutory capabilities in order to improve and extend the investigative reach.

Table 10: Joint investigations

Power to investigate	2020-21	2021-22	Change (+/-)
Joint investigations	7	3	-4

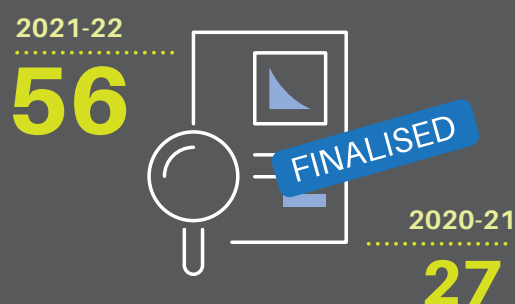
Search warrants (section 68) and other warrants

No search warrants were issued during the reporting period. No other warrants were issued to an authorised officer during the reporting period.

Reports and allegations received



Improper conduct investigations finalised



Legal

Functions and objectives

The role of the ICAC General Counsel is to provide legal advice to the Commissioner and OICAC staff.

Provision of legal advice varies and includes the discharge of statutory functions, collection of evidence in the investigation of matters, review of notices and directions prepared under the ICAC Act, and application and interpretation of the ICAC Act and other legislation. The ICAC General Counsel contributes to development of policy within the OICAC, as well as legislative reform.

The ICAC General Counsel works with the Investigations unit to assist in the planning and conduct of investigations, provide advice as required, prepare matters for examination and oversee preparation of briefs of evidence for referral to the Director of Public Prosecutions. The ICAC General Counsel appears as Counsel Assisting the Commissioner in examinations of matters under investigation and is responsible for coordinating referral of matters to external counsel for legal advice.

The ICAC General Counsel is a member of the ICAC Executive Committee and supports the Commissioner in the discharge of his statutory functions by:

- reviewing reports from Assessments
- identifying matters to which consideration should be given regarding whether to commence an investigation
- providing strategic guidance on education and prevention activities
- ensuring the Commissioner's strategic priorities are being met.

The ICAC General Counsel also develops and delivers in-house training.

The unit had 1 FTE staff at 30 June 2022:

- ICAC General Counsel
- Lawyers (2) (positions vacant at reporting date).

2021-22 Legal unit performance

During the 2021-22 financial year, the Commissioner conducted 19 examinations. The ICAC General Counsel appeared as Counsel Assisting in 6 of these examinations and instructed external counsel in 2 examinations. External counsel was briefed as Counsel Assisting in 13 examinations. Two matters were briefed to external counsel for the provision of legal advice.

On 2 March 2022, a matter was referred to the Director of Public Prosecutions (DPP) for consideration.

During 2021-22, the ICAC General Counsel delivered 5 training sessions in-house, covering drafting and purpose of memorandums, investigating fraud and integrity offences, and criminal responsibility provisions in the *Criminal Code Act 1983*. The ICAC General Counsel also delivered information sessions and training to public bodies and public officers.

The ICAC General Counsel developed and implemented the Legal Advising Policy for the OICAC.

Prevention, Intelligence and Engagement

Functions and objectives

The Prevention, Intelligence and Engagement unit is primarily responsible for supporting the Commissioner to carry out his prevention and education functions.

The unit supports the Commissioner by:

- providing research and policy advice
- developing and delivering education and training
- preparing public statements
- developing reports, including the annual report

- developing and publishing internal and external communications
- maintaining and developing the OICAC's internal and external websites.

The unit had 3 FTE staff at 30 June 2022:

- Director Prevention, Intelligence and Engagement
- Senior Strategic Intelligence Analyst
- Communications and Engagement Officer.

2021-22 Prevention, Intelligence and Engagement unit performance

KPIs	2021-22 Budget	2021-22 Actual	Comments on variations
Information sessions delivered	50	70	Exceeded
Satisfaction with information sessions	80%	82%	Exceeded

Education and awareness

A total of 1,917 people attended 70 information sessions, including:

- 7 introduction presentations for the OneNTG online Northern Territory Public Sector (NTPS) induction
- 4 presentations for the Foundations of Public Sector Management program
- 7 presentations to NT Police recruit squads
- 10 presentations to Executive Leadership teams across NT Government agencies
- 12 stakeholder meetings and information presentations to the local government sector (elected members and council staff)
- one Corruption Red Flags webinar to support International Fraud Awareness Week 2021
- various stakeholder meetings and presentations on request.

All presentations delivered included information relating to retaliation.

Education and awareness initiatives in 2021-22 included:

- releasing the Mandatory Reporting Directions and Guidelines, as per section 22 of the ICAC Act
- developing and launching mandatory Introduction to ICAC training on the NT Government MyLearning online portal
- releasing the Introduction to ICAC video on the OICAC internet
- developing and launching the OICAC staff intranet
- delivering an internal staff survey
- beginning the whistleblower guidelines review
- promoting MyLearning mandatory training in the Batchelor Institute of Indigenous Tertiary Education, Charles Darwin University and the Local Government Association of the Northern Territory newsletters
- commencing planning to host the 2024 national Australian Public Sector Anti Corruption Conference.

Section 23: Audits and reviews

In accordance with section 23 of the ICAC Act, the Commissioner may undertake an audit and review of the practices, policies and procedures of a public body to identify whether improper conduct has occurred, is occurring or is at risk of occurring.

In September 2021, a review into the practices, policies and procedures of the Batchelor Institute of Indigenous Tertiary Education commenced. The final report made 27 recommendations and was provided to the organisation in June 2022. All recommendations have been accepted.

In December 2021, a review was commenced into the procurement, policies and procedures of the Department of Infrastructure, Planning and Logistics (DIPL) Katherine region. A significant volume of material has been collected for analysis.

Section 48: General report

Under section 48 of the ICAC Act, the Commissioner may at any time make a general report.

On 30 November 2021, a general report that provided information about the operations of the Commissioner's office and set out the Commissioner's early observation of integrity in public administration was tabled in the Legislative Assembly. The Commissioner has committed to 2 general reports per year.

Section 55: Public statements

The unit supported the Commissioner to release 9 public statements during the reporting period.

Section 129: Guidelines and practice directions for ICAC staff

Section 129 of the ICAC Act states that the Commissioner must issue and review guidelines for, or practice directions to, OICAC staff members. Updated guidelines were released on 25 October 2021 and are available on the OICAC internet, as per section 130 of the ICAC Act.

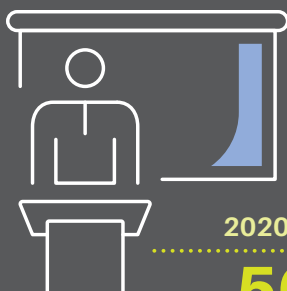
OICAC internet

Work continued on redevelopment of the OICAC internet in line with digital best practice. The updated website will be more user-friendly with content rewritten in plain English to be accessible to a broader audience. Changes to the website's content and structure should help users find information they need, ensuring reporting improper conduct is easier and more accessible for everyone in the community.

The OICAC internet will also meet the NT Government's guidelines and commitment to compliance with the World Wide Web Consortium's Web Content Accessibility Guidelines.

Information sessions delivered

2021-22
70



2020-21
56

People attending information sessions

2021-22
1,917



2020-21
1,252

Corporate Services

Functions and objectives

The Corporate Services unit supports the Commissioner in the areas of financial and budget management, human resources and workforce planning, governance and risk management, information technology and security, procurement, WHS, and general services.

In addition to the Corporate Services unit, the OICAC receives services from DCDD for information communications and technology, and delivery of across-government systems. The OICAC also receives services from DIPL for minor capital works, and repairs and maintenance.

The unit had 3 FTE staff at 30 June 2022:

- Director Corporate Services
- Senior Finance and Governance Officer
- Corporate Services Assistant.

2021-22 Corporate Services unit performance

KPIs	2021-22 Budget	2021-22 Actual	Comments on variations
Compliance with section 126 of the ICAC Act (regarding suitability checks for staff)	100%	100%	Target achieved

The Corporate Services unit provided the following assistance in relation to OICAC projects during 2021-22:

- facilitated the induction of the new Commissioner to the office
- assisted in completing the OICAC Strategic Plan 2022 to 2026, including the key priorities and KPIs for monitoring and reporting
- finalised the shared services agreement and budget transfer to receive Workforce Services and Information Management services from DCDD
- continued the OICAC's effective financial management through monthly reporting and monitoring of expenditure against budget, which allowed the office to operate at an improved financial result of \$148,000 net surplus against the budgeted \$269,000 deficit
- continued on the OICAC's risk maturity roadmap and developed its risk appetite statements
- assisted the Prevention, Intelligence and Engagement unit to establish the OICAC's staff intranet, providing staff with easy access to policies and procedures, announcements and key office dates
- developed the OICAC's records management policy for corporate records and facilitated initial training for staff to improve the use of the NT Government's records management system
- developed and implemented the OICAC's induction and cessation policies
- updated the OICAC's special measures plan that gives priority consideration to eligible Aboriginal applicants for all recruitment activities
- delivered a comprehensive training program that gave staff opportunities to develop their capability and skills (see the Human Resources section on page 34)
- updated and developed a number of policies and procedures to further improve the OICAC's compliance with legislated obligations.

Governance

The OICAC compliance framework consists of the following internal and external governance functions.

Internal governance

In 2021, the Commissioner combined the previous Operations and Corporate Executive committees to form the Executive Committee. The Executive Committee meets on a weekly basis and provides strategic advice and assistance to the Commissioner in relation to:

- setting and monitoring the strategic direction and achievement of the OICAC's objectives
- ensuring compliance with statutory and reporting requirements
- managing resources appropriated to the office effectively and efficiently
- conducting investigations and taking action in accordance with the ICAC Act
- overseeing and managing organisational priorities and good corporate governance, including setting internal policies
- implementing and managing the OICAC's risk management framework
- reviewing and implementing recommendations from oversight bodies, such as the Audit, Risk and Compliance Committee (ARCC) and external stakeholders, including the Inspector of the ICAC, the Auditor-General and the Standing Committee on the ICAC
- creating and maintaining a safe workplace
- leading and fostering a positive organisational culture
- assisting with any other matters determined by the Commissioner.

The Executive Committee met 44 times during the year and had the following members at 30 June 2022.

Table 11: Executive Committee members at 30 June 2022

Position	Role	Name
Independent Commissioner Against Corruption	Key decision-maker and Chairperson	Michael Riches
Director Governance and Reform	Member	Anna Collins
Director Investigations	Member	Jason Blake
General Counsel	Member	Naomi Loudon
Director Prevention, Intelligence and Engagement	Member	Stephanie Hawkins
Director Corporate Services	Member	Kathryn Clet
Executive Officer	Secretariat	Anne Hutchinson

Audit, Risk and Compliance Committee

The ARCC provides independent advice, assurance and assistance to the Commissioner in the areas of financial management, statutory reporting, internal control systems, risk management systems, and internal and external audit. The ARCC met 4 times during the year.

The ARCC acts within its authority on behalf of the Commissioner to:

- monitor the OICAC’s risk registers, risk appetite statements and provide advice to the Commissioner on management of risk within the office
- oversee the development and implementation of the Internal Audit Plan linked to the OICAC’s risk registers
- review internal and external audit reports and oversee implementation of recommendations
- review public accountability disclosures, including financial and performance information in the office’s annual report, in line with legislative requirements.

Table 12: ARCC members at 30 June 2022

Position	Role	Name
External member	Chairperson	Iain Summers
Director Governance and Reform	Member	Anna Collins
Director Corporate Services	Member	Kathryn Clet
Senior Investigator	Member	Orlando Gollop
Senior Strategic Intelligence Analyst	Member	Eric Vo
Acting Assessment Officer	Member	Kate Dixon
Senior Finance and Governance Officer	Secretariat	Monica Lin

Internal audit function

Two internal audits were completed as at 30 June 2022 in accordance with the OICAC’s Internal Audit Plan.

Table 13: Audit results

Internal audit/review and objective	Completion	Summary of audit findings	Agency response and action
Value for Territory (VFT) audit 2022 Objective: To evaluate whether the office complied with the procurement framework to meet the requirements of the VFT assurance program for the period 1 January 2021 to 3 December 2021.	February 2022	There were no identified breaches of the procurement rules in respect of individual transactions selected for review.	No further action required.

Internal audit/review and objective	Completion	Summary of audit findings	Agency response and action
<p>WHS management system (WHSMS) audit</p> <p>Objective: To audit the OICAC's WHSMS for conformity to NT WHS legislation and ISO45001, the international standard for safety management system requirements.</p>	June 2022	<p>Based on the audit, there was one major finding in relation to improving the OICAC's operation procedures. This includes establishing the process to identify hazards and manage WHS risks inherent in the scope of the office's operations, which include conducting investigations, assessments and prevention functions.</p> <p>Other minor issues found primarily relate to improving existing policies and procedures to conform to the current standards.</p>	The OICAC accepted the recommendation as it relates to functions performed within the office. The office will work with central agencies responsible for developing the WHSMS for NT Government agencies to consider whether the recommendations can be implemented in the government's existing WHS framework.

External oversight

Standing Committee on the ICAC

The Standing Committee on the ICAC was established in February 2020 by the Legislative Assembly.

The functions of the Standing Committee on the ICAC are to:

- perform the functions of the Assembly Committee under the ICAC Act
- examine each annual report of the Commissioner and the Inspector of the ICAC under sections 128 and 137 of the ICAC Act
- report to the Legislative Assembly on matters relating to tabled reports that have been referred to the Assembly by the Commissioner under sections 53 and 54 of the ICAC Act
- examine trends in similar bodies in Australia and internationally, including trends in legislation and administration of these bodies, to ensure the OICAC remains fit for purpose.

The Standing Committee on the ICAC had the following members at 30 June 2022.

Table 14: Standing Committee on the ICAC members at 30 June 2022

Role	Name
Chair	The Hon Natasha Fyles MLA
Member	Ms Marie-Clare Boothby MLA
Member	Mr Gerard Maley MLA
Member	The Hon Kate Worden MLA

Inspector of the ICAC

On 28 September 2018, Mr Bruce McClintock SC was appointed as the Inspector of the ICAC for a term of 5 years. The Inspector is an independent officer of the NT Government and provides oversight of the OICAC by delivering the following functions:

- evaluating the Commissioner's performance and reporting on the evaluation to the ICAC Minister (the Chief Minister) and the Legislative Assembly
- dealing with complaints about the Commissioner or OICAC staff members
- making recommendations to the Commissioner (or other public bodies) in relation to practices and procedures concerning performance of the functions under the ICAC Act.

In order to make an evaluation or deal with a complaint, the Inspector is entitled to full and free access to OICAC premises and all items in the possession or control of the OICAC. The Commissioner and OICAC staff members are obligated to provide reasonable assistance to the Inspector.

The Inspector issued his annual report pursuant to sections 136 and 137 of the ICAC Act and tabled this report to Parliament in September 2021. Any recommendations resulting from an investigation from the Inspector are actioned by the Executive Committee and monitored by the OICAC's ARCC.

Details of how to contact the Inspector of the ICAC are on the OICAC website.

Auditor-General

The Auditor-General's role is to audit the public account under the *Audit Act 1995* and to report to the Legislative Assembly at least once each year.

As the OICAC's operational account is included in the public account and it is considered an agency under the Administrative Arrangements Order, the OICAC is required to comply with the requirements of the *Financial Management Act 1995*.

Table 15 summarises audits and other reviews conducted on the OICAC by the Auditor-General during 2021-22.

Table 15: Audits and other reviews conducted by the Auditor-General

External audit: Review and objective	Completed	Summary of audit: Review findings	OICAC response and action
<p>End-of-year review for the year ending 30 June 2021</p> <p>Objective: Assess the adequacy of selected aspects of end-of-financial-year controls over reporting, accounting and material financial transactions and balances, with the primary purpose of providing support to the audit of the Treasurer’s annual financial statement.</p>	August 2021	<p>A significant matter relating to the entitlements of the former Commissioner (superannuation and long service leave) that were not correctly accounted for over a period of 3 financial years.</p>	<p>The office recognised the superannuation liability as soon as it became aware of the understatement in prior years due to the setup of the former Commissioner’s payroll details. Other relevant agencies were also contacted to ensure entitlements held by the Central Holding Authority are correctly calculated and accrued for the current and future Commissioners.</p>
		<p>Two minor matters were raised – one relating to excessive leave balance for one staff member, and the other being an incorrect location of an asset in the register.</p>	<p>The staff member who has an excessive leave balance has plans in place to reduce the recreational leave balance and the location for the asset has been updated in the register.</p>
		<p>The accounting and control procedures examined in relation to end-of-financial-year processing were found to be generally satisfactory.</p>	<p>No further action required.</p>
<p>Agency compliance audit 2022</p> <p>Objective: Audit of selected aspects to test whether internal control systems include necessary features to ensure compliance with mandated legislation, in particular the <i>Financial Management Act 1995</i>, Treasurer’s Directions, and the Procurement Governance Policy and Rules.</p>	March 2022	<p>In general, the accounting and control procedures examined provide reasonable assurance that the responsibilities of the Accountable Officer will be met if those systems continue to operate in the manner identified in the audit.</p> <p>No matters arising from the audit required the Accountable Officer’s attention.</p>	<p>No further action required.</p>

Financial management

During 2021-22, the OICAC achieved a net surplus of \$148,000. The surplus was mainly due to the savings from several positions not being backfilled in preparation for the 2022-23 financial year, which saw a reduction of approximately \$1.4 million in budget.

Further detail about the OICAC's financial management is in the financial statement section of this annual report.

Procurement

The OICAC continued to follow and improve on its Agency Procurement Management Plan and any planned significant procurement will be reported as identified.

In accordance with section 5(2) of the *Procurement Act 1995*, the office is exempt from the need to comply with the *Procurement Act 1995* in relation to the acquisition of investigative, legal and audit services.

From 1 July 2021 to 30 June 2022, the office had no awarded contracts in tiers 2 to 5.

The OICAC did not receive any procurement-related complaints for the period 1 July 2021 to 30 June 2022.

Human resources

The OICAC had a staff of 23 FTE at the last pay period of 30 June 2022, a decrease from 31 FTE for the previous year. Staff turnover during the year was 68.2% (compared to 23.4% in 2020-21) and was primarily due to staff transferring to another agency, on temporary

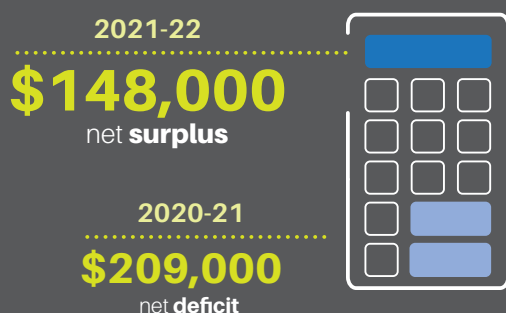
secondment or leaving the NTPS. The OICAC is committed to being the agency of choice across the NTPS and aims to promote a culture of continuous improvement, employee wellbeing, collaboration and innovation.

The OICAC continues to implement rigorous pre-employment screening checks during the year on all new commencements. In 2021-22, the office introduced a pre-employment questionnaire and statutory declaration on all applications, psychometric assessments for all short-listed applicants, and criminal history checks on all successful applicants. These checks are in line with suitability requirements required under section 126 of the ICAC Act.

Learning and development opportunities are available to all staff and provided in accordance with their professional development plan (PDP). The OICAC implemented an improved training plan that caters for employees' wellbeing, leadership skills, emotional intelligence and the technical operational training required to be successful in their roles. The OICAC provides staff with development opportunities both within and outside the office to support their career progression and enhance their skills and qualifications.

OICAC staff are supported from commencement and continuously offered the tools and resources required to conduct their roles effectively and safely. This includes financial assistance on approved higher education courses to those staff who request them.

End of financial year results



Staff training sessions provided



For the 2021-22 financial year, the OICAC provided and supported the following training opportunities to staff.

Induction and corporate training

- Office induction
- OICAC information sessions
- Cross-government systems training (as required for their roles)
- Cross-cultural awareness
- Working with Interpreters
- Procurement
- Merit selection and special measures
- Effective writing – punctuation unpacked
- How to write in plain English
- Freedom of information
- Psychometric assessments
- Challenging unconscious bias
- Anti-discrimination, harassment and bullying

- Project management
- Effective writing
- Monitoring and evaluation
- InDesign

Health and wellbeing

- Mental health first aid training
- Fire warden and emergency warden training
- Provide first aid
- Provide cardiopulmonary resuscitation
- Provide basic emergency life support

Leadership and development

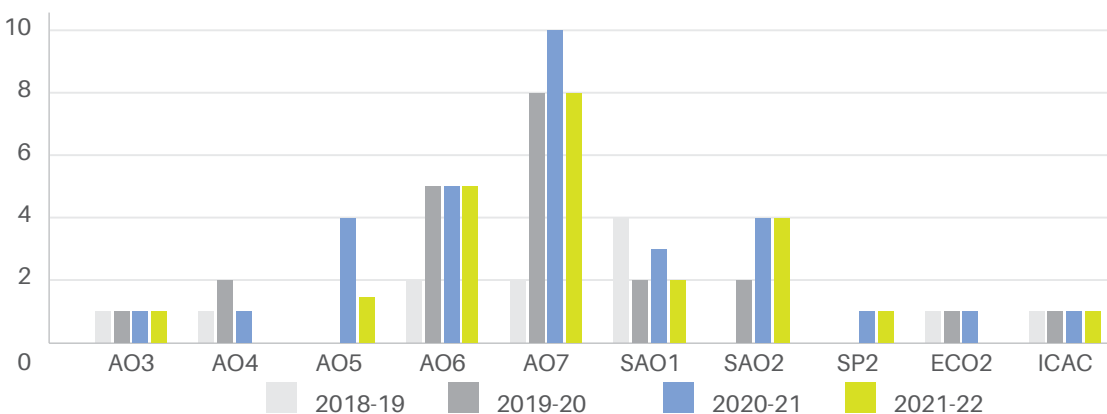
- Ethical decision-making
- Company Directors course
- Accounting updates
- Bachelor of Accounting (study assistance)
- Graduate Certificate in Fraud and Financial Crime (study assistance)
- Certificate IV in Business
- Leadership for new managers
- Executive coaching

Operational training

- Certificate IV in Government Investigations
- Case management system training
- Investigative training

Employee demographics

Figure 8: FTE numbers by classification for each financial year¹



1. As per the last pay period of each financial year.

Table 16: Number of FTE per business unit as at the final pay period in 2021-22 (pay period 26)

Business unit	2018-19	2019-20	2020-21	2021-22
Executive	2	4	4	2
Legal	0	0	1	1
Assessments	2	6	8	4
Investigations	2	7	8	9
Prevention, Intelligence and Engagement ¹	3	3	3	3
Corporate Services	3	2	4	3
Temporary PID Project	0	0	3	1
Total staff	12	22	31	23

1. The Senior Prevention and Engagement Officer commenced on 30 June 2022 and is not included in the above table.

Table 17: Classification of head count, level and gender, as at the final pay period in 2021-22 (pay period 26)

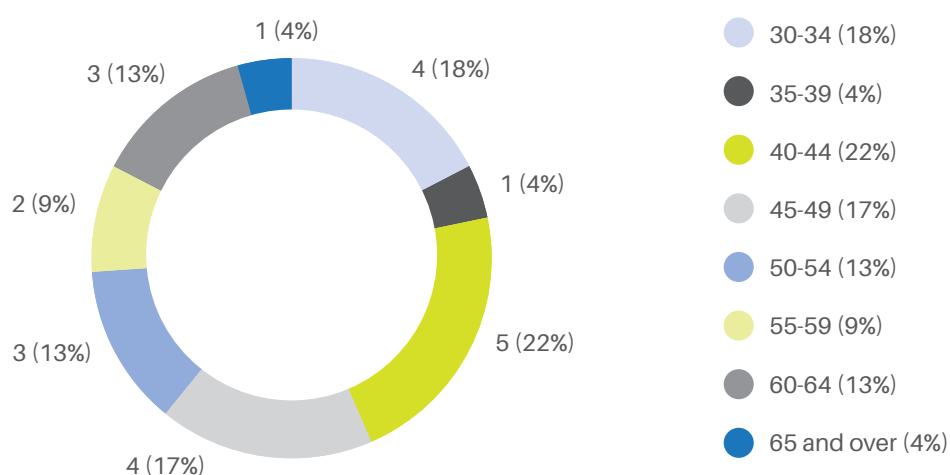
Actual Classification Code	Female	Male	Headcount
AO3 ¹	1	-	1
AO5 ¹	2	-	2
AO6 ¹	5	-	5
AO7 ¹	4	4	8
SAO1 ²	1	1	2
SAO2 ²	3	1	4
SP2 ³	1	-	1
ICAC	-	1	1
Total	17	7	24

1. Administrative Officer (AO).

2. Senior Administrative Officer (SAO).

3. Senior Professional (SP).

Figure 9: Age profile by percentage, as at the final pay period in 2021-22 (pay period 26)



Compliance with PSEMA

Under PSEMA, the OICAC is required to report on the extent to which the public sector principles have been upheld during the financial year.

Table 18: OICAC compliance with public sector principles

Public sector principle	Actions taken by the OICAC during the year
Administration Management Principle (PSEMA section 5B)	The OICAC has developed internal policies and procedures to guide effective, efficient and appropriate use of public resources. These policies and procedures provide guidance to staff and promote the OICAC's guiding principles of integrity, fairness, public interest, courage, accountability and independence.
Human Resource Management Principle (PSEMA section 5C)	The OICAC values and embraces diversity, demonstrated by its current staff members who work collaboratively and treat each other fairly, reasonably and respectfully. Employment activities are based on merit, and the OICAC supports equality of employment opportunities through ensuring staff members are informed as these opportunities arise.
Merit Principle (PSEMA section 5D)	All recruitment activities undertaken by the OICAC are based on the merit principle – that is, employment, promotion or transfer of an employee must be based solely on the person's suitability.
Equality of Employment Opportunity Principle (PSEMA section 5E)	The OICAC supports all staff members and ensures they have equal opportunity to compete for employment, promotion and transfer, and to pursue careers within the public sector. Professional development and training opportunities are offered in accordance with an approved professional development plan for each staff member.
Performance and Conduct Principle (PSEMA section 5F)	Prior to commencement with the OICAC, and on an annual basis, all staff must declare they have read and understood the OICAC's conflict of interest policy and are required to provide a conflict of interest declaration for any work they are involved in that presents an actual, potential or perceived conflict of interest. All staff are advised of the Code of Conduct that applies to all NT Government employees and must be adhered to in the course of their employment. An OICAC Appropriate Workplace Behaviour Policy exists to promote a respectful working environment .

Staff
by ratio
gender

FEMALE **71%**
29% MALE

Executive Committee
members
by
gender

2 FEMALE **4**
..... MALE

Staff
as identifying
CALD

(CULTURALLY AND LINGUISTICALLY DIVERSE)

3
.....
of 23

Employment Instructions are the rules issued by the NT Commissioner for Public Employment to provide direction to agencies on human resource matters. The OICAC's performance against each Employment Instruction (EI) is reported in Table 19.

Table 19: OICAC compliance with Employment Instructions

Employment Instruction	Action
1. Filling vacancies	The OICAC ensures all members of a selection panel have completed the Merit Selection training and that the recruitment process is undertaken in accordance with EI1 and the NTPS Recruitment and Selection Policy.
2. Probation	The OICAC has probation guidelines consistent with PSEMA. Managers discuss the probation process with new employees during their induction to the office. One employee was on probation during 2021-22.
3. Natural justice	The principle of natural justice is reflected in the OICAC guidelines for staff, policies and procedures, and is adhered to in dealings with staff.
4. Employee performance management and development systems	PDPs are used as part of the performance management process in the OICAC. The PDP is completed as a 12-month cycle, with a mid-cycle review for all permanent OICAC staff. 100% of eligible employees had a PDP in place.
5. Medical examinations	There were no requests for medical examinations issued by the OICAC during 2021-22.
6. Performance and inability	The OICAC uses the information provided by the Office of the Commissioner for Public Employment (OCPE) website for performance and inability matters. The Corporate Services unit supports managers dealing with underperformance issues.
7. Discipline	EI7 has been revoked. The OICAC follows the NTPS Discipline Handbook issued in March 2021 by OCPE in dealing with disciplinary processes under PSEMA.
8. Internal agency complaints and section 59 grievance reviews	The OICAC has an internal grievance policy and procedure available to all staff. In 2021-22, no section 59 grievances were lodged with OCPE.
9. Employment records	The OICAC ensures secure storage and disposal of employee records in accordance with the NTPS Organisations Records and Information Management Standards and the <i>Information Act 2002</i> .
10. Equality of employment opportunity programs	The office is supportive of a diverse workforce and adheres to the EmployAbility Strategy 2018-2022.
11. Occupational health and safety standards programs	There are a number of WHS documents available to staff, including a COVID-19 safety procedure that ensures workplace physical distancing measures and hygiene measures are in place. Further improvement in WHS practices will occur once the recommendations from the WHS internal audit are implemented.
12. Code of conduct	The NTPS Code of Conduct is included in the induction pack for all OICAC employees to read and understand. Managers are required to ensure employees understand the level of conduct expected of NTPS officers.

Employment Instruction	Action
13. Appropriate workplace behaviours	<p>The OICAC promotes a respectful working environment. Its Appropriate Workplace Behaviour Policy provides guidance on what is considered appropriate workplace behaviour and the process for dealing with inappropriate behaviour in the workplace.</p> <p>The Commissioner has also issued the Guidelines for OICAC staff in accordance with section 129 of the ICAC Act, which includes the expectation to act consistently with the office's guiding principles of integrity, fairness, public interest, courage, accountability and independence.</p>
14. Redeployment and redundancy procedures	There were no redeployment or redundancy situations within the OICAC.
15. Special measures	The OICAC updated its special measures plan that provides priority consideration to eligible Aboriginal applicants. This applies to all office recruitment activities.

Records and information management

The OICAC finalised its records management policy to improve its procedures and practices. The Commissioner identified this area as a key priority in his first year. In addition, the office finalised a shared services agreement with DCDD's Information Management Unit to provide additional records management support to OICAC staff in maintaining corporate records and establishing use of the electronic records management system, Territory Records Manager. Operational and case-related records continue to be stored in Condor, the OICAC case management system, with appropriate security measures in place.

As at the end of the reporting period, the OICAC continues to work in compliance with the *Information Act 2002*.

OICAC information is exempt under section 44 of the *Information Act 2002* if the OICAC obtains the information in the course of, or for the conduct or making of, the following under the ICAC Act:

- an audit or review by OICAC
- preliminary inquiries by OICAC
- a referral by OICAC
- an investigation by OICAC
- a report by OICAC
- an evaluation by the Inspector of the ICAC or the Inspector dealing with a complaint
- information identifying or tending to identify a protected person.

Access to information that is not exempt under section 44, including the correction of personal information held by the office, may be requested through the Director Corporate Services of the OICAC through ICAC.CorporateServices@icac.nt.gov.au.

One request for information was received during the financial year and the information was provided within the 30-day timeframe.

Work health and safety

The OICAC provides and maintains a safe and healthy environment for staff, contractors and visitors in accordance with the *Work Health and Safety (National Uniform Legislation) Act 2011* and associated regulations.

WHS strategies the OICAC has employed include:

- promoting WHS policy and procedures, including during induction of new staff
- maintaining a dedicated system to report incidents, near misses and hazards
- regular safety inspections of office premises
- ensuring WHS matters and staff wellbeing are a standing agenda item in the weekly Executive Committee meetings
- maintaining a WHS risk register
- providing WHS awareness training for all staff and managers, including first aid and fire warden training.

In addition, the OICAC conducted a dedicated internal audit to review the existing WHSMS in place during the year with recommendations accepted by the Commissioner.

Seven WHS incidents were reported in 2021-22. The majority of incidents related to operations of the lift within the building. These issues were rectified as soon as reported. Other reports related to COVID-19 incidents.

One matter was considered a notifiable incident to NT Worksafe and relates to a near-miss from material that fell from one of the rooms within the office. The matter was reported, investigated and resolved in a timely manner with no injury sustained to any staff members.

Staff wellbeing is a priority for the OICAC. In addition to staff training, staff members are also provided with:

- access to employee assistance programs
- ergonomic assessments
- access to flu vaccinations
- flexible work arrangements
- dedicated and accredited mental health first aid officers.

Financial statements overview

For the year ended 30 June 2022

The Independent Commissioner Against Corruption was established under the *Independent Commissioner Against Corruption Act 2017* with functions designed to prevent and deal with improper conduct in public administration. The Commissioner is supported by staff in the Office of the Independent Commissioner Against Corruption (OICAC).

The Commissioner is the Chief Executive Officer of the OICAC.

During the 2021-22 financial year, the OICAC achieved a net surplus of \$148,000, compared to a net deficit of \$209,000 in the prior financial year.

Total income increased by \$111,000, or 1.5%, compared to last financial year, with total expenses decreasing by \$246,000, or 3.2%.

Table 20: Summary of operating result

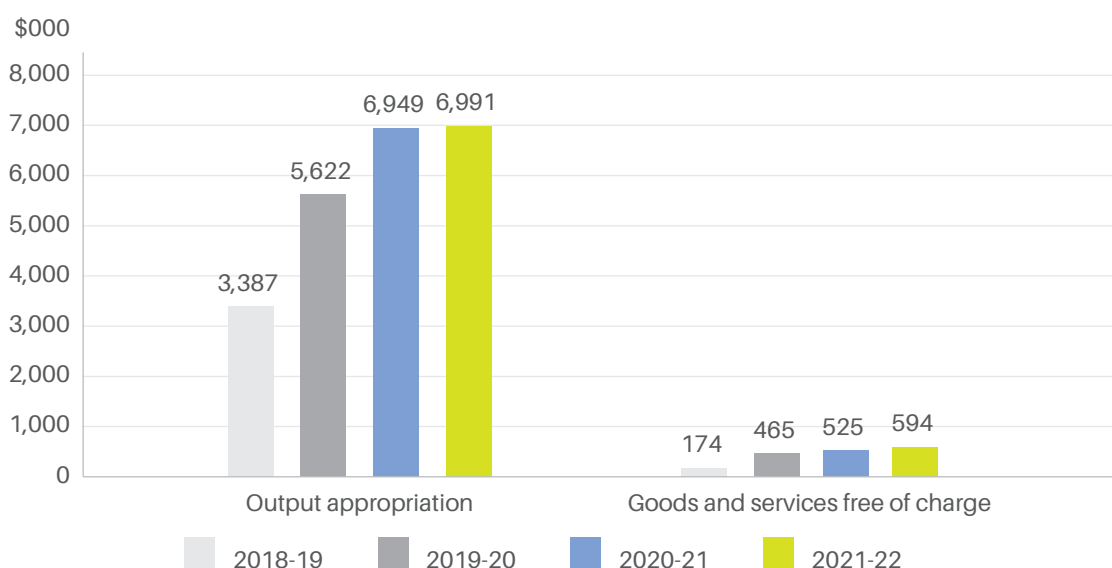
	2020-21	2021-22	Difference
	\$000	\$000	\$000
Total income	7,474	7,585	111
Total expenses	7,683	7,437	(246)
Net surplus (deficit)	(209)	148	357

Income

The OICAC's primary source of income is from output appropriation, which was \$6.991 million in 2021-22, a slight increase of \$42,000 from the previous year. The increase in output appropriation was primarily due to additional appropriation to meet the costs of the lump sum bonus payments in accordance with the NT Public Sector 2021-2025 Enterprise Agreement.

Notional revenue from goods and services received free of charge is higher by \$69,000 compared to last year, due to an increase in support from the Department of Corporate and Digital Development (DCDD). This additional support commenced in May 2022 and was for information management and workforce services.

Figure 10: Income comparison by year



Expenses

Employee expenses in 2021-22 increased by \$327,000 from last year, due to the payment of \$124,000 of allowance to eligible staff resulting from the NT Public Sector 2021-2025 Enterprise Agreement and an increase in the average number of employees to 29.86 FTE staff in 2021-22 (27.86 average FTE staff in 2020-21). This is despite a staff turnover rate of 68.2% during the 2021-22 year, compared to 23.4% in the prior year.

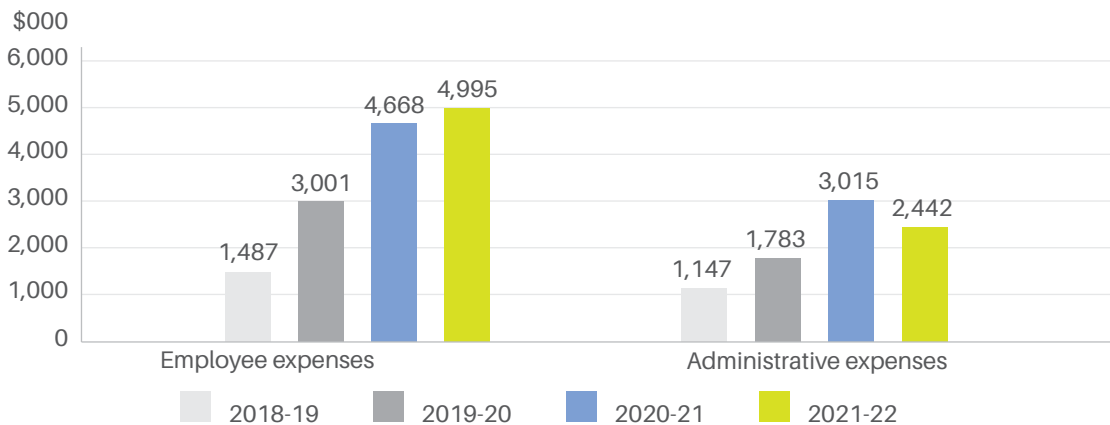
Administrative expenses include purchase of goods and services, depreciation and amortisation, and services free of charge. Administrative expenses decreased by \$573,000 compared to last year,

mainly due to the reduction in external investigative services as a result of conducting investigations fully in-house.

Total consultant expenditure, as part of expenditure of purchase of goods and services for the year, was \$557,000 and primarily made up of specialised technical operations support, consultant fee to conduct a review and transcribing services.

Similarly, total legal expenditure for the year decreased by \$30,000, despite the office incurring expenses of \$286,000 as at 30 June 2022 relating to 5 sets of judicial proceedings. Four of those proceedings were settled in July 2022.

Figure 11: Expenses comparison by year



Financial position

The OICAC had an increase of \$203,000 in its total assets during the 2021-22 financial year, primarily due to an improvement of \$480,000 in the end of year cash balance, offset by the reduction in property, plant and equipment due to depreciation and amortization expenses. The improvement in the end of year cash balance was primarily due to a decrease

in payments of goods and services, compared to the prior year.

Total liabilities increased by \$44,000, primarily due to higher employee provisions at year end compared to the prior year. The office's total cash balance as at 30 June 2022 was \$3.387 million, which is sufficient to continue to meet its liabilities.

Table 21: Summary of financial position

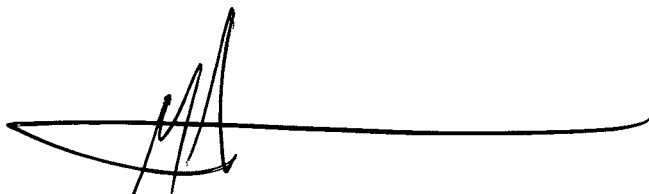
	2020-21	2021-22	Difference
Total assets	\$000	\$000	\$000
Total liabilities	5,171	5,374	203
Net assets	(926)	(970)	44
	4,245	4,404	159

Certification of the financial statements

We certify that the attached financial statements for the Office of the Independent Commissioner Against Corruption have been prepared based on proper accounts and records in accordance with the prescribed format, 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 2022 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.



Michael Riches

Independent Commissioner Against Corruption

31 August 2022



Kathryn Clet

Director Corporate Services

31 August 2022

Comprehensive operating statement

For the year ended 30 June 2022

	Note	2021-22	2020-21
		\$000	\$000
INCOME			
Appropriation			
Output	4	6,991	6,949
Goods and services received free of charge	5	594	525
TOTAL INCOME	3	7,585	7,474
EXPENSES			
Employee expenses		4,995	4,668
Administrative expenses			
Property management		43	52
Purchases of goods and services	6	1,532	2,170
Depreciation and amortisation	11, 13	273	268
Other administrative expenses ¹		594	525
TOTAL EXPENSES	3	7,437	7,683
NET SURPLUS/(DEFICIT)		148	(209)
COMPREHENSIVE RESULT		148	(209)

1. Includes DCDD service charges and DIPL repairs and maintenance service charges.

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

Balance sheet

For the year ended 30 June 2022

	Note	2021-22	2020-21
		\$000	\$000
ASSETS			
Current assets			
Cash and deposits	8	3,387	2,907
Receivables	10	63	78
Total current assets		3,450	2,985
Non-current assets			
Property, plant and equipment	11, 12, 16	1,797	2,017
Intangibles	13, 16	127	169
Total non-current assets		1,924	2,186
TOTAL ASSETS		5,374	5,171
LIABILITIES			
Current liabilities			
Payables	14	202	190
Provisions	15	768	736
Total current liabilities		970	926
TOTAL LIABILITIES		970	926
NET ASSETS		4,404	4,245
EQUITY			
Capital		2,235	2,224
Accumulated funds		2,169	2,021
TOTAL EQUITY		4,404	4,245

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 2022

	Note	Equity at 1 Jul	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 Jun
		\$000	\$000	\$000	\$000
2021-22					
Accumulated funds		2,021	148	-	2,169
Total accumulated funds		2,021	148	-	2,169
Capital - transactions with owners					
Equity injections					
Equity transfers in		2,224	-	11	2,235
Other equity injections		50	-	-	50
Equity withdrawals					
Capital withdrawal		(50)	-	-	(50)
Total capital - transactions with owners		2,224	-	11	2,235
Total equity at end of financial year		4,245	148	11	4,404
2020-21					
Accumulated funds		2,230	(209)	-	2,021
Total accumulated funds		2,230	(209)	-	2,021
Capital - transactions with owners					
Equity injections					
Equity transfers in		2,224	-	-	2,224
Other equity injections		50	-	-	50
Equity withdrawals					
Capital withdrawal		(50)	-	-	(50)
Total capital - transactions with owners		2,224	-	-	2,224
Total equity at end of financial year		4,454	(209)	-	4,245

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 2022

	Note	2021-22	2020-21
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Appropriation			
Output		6,991	6,949
Receipts from sales of goods and services		142	188
Total operating receipts		7,133	7,137
Operating payments			
Payments to employees		(5,041)	(4,247)
Payments for goods and services		(1,612)	(2,485)
Total operating payments		(6,653)	(6,732)
Net cash from/(used in) operating activities	9	480	405
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of assets		-	(105)
Total investing payments		-	(105)
Net cash from/(used in) investing activities		-	(105)
Net increase/(decrease) in cash held		480	300
Cash at beginning of financial year		2,907	2,608
CASH AT END OF FINANCIAL YEAR	8	3,387	2,908

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

Index of notes to the financial statements

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1. Objectives and funding

The Independent Commissioner Against Corruption was established under the ICAC Act with functions designed to prevent and deal with improper conduct in public administration. The Commissioner is supported by staff in the OICAC. The Commissioner is the Chief Executive Officer of the OICAC.

The office's mission is to support and improve integrity in NT public administration through the discharge of statutory functions to achieve the highest standards of integrity.

2. Statement of significant accounting policies

a) Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act 1995* and related Treasurer's Directions. The *Financial Management Act 1995* requires the OICAC 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) a certification of the financial statements
- b) a comprehensive operating statement
- c) a balance sheet
- d) a statement of changes in equity
- e) a cash flow statement
- f) applicable explanatory notes to the financial statements.

b) Basis of accounting

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

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

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

The form of the agency financial statements is also consistent with the requirements of Australian accounting standards. The effects of all relevant new and revised standards and interpretations issued by the Australian Accounting Standards Board (AASB) effective for the current annual reporting period have been evaluated.

Standards and interpretations effective from 2021-22

Several amending standards and AASB interpretations have been issued that apply to the current reporting periods, but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2021-22.

Several amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on public sector reporting.

c) Reporting entity

The financial statements cover the office as an individual reporting entity. The OICAC is a Northern Territory department established under the *Interpretation Act 1978* and Administrative Arrangements Order.

The principal place of business of the OICAC is:

Level 7, 9 Cavenagh Street
Darwin, NT 0800.

d) Agency and Territory items

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

Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the NT 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. Therefore, these items are not included in the agency's financial statements.

e) Comparatives

Where necessary, comparative information for the 2020-21 financial year has been reclassified to provide consistency with current year disclosures.

f) 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.

g) Changes in accounting policies

There have been no changes to accounting policies adopted in 2021-22 as a result of management decisions. Changes in policies relating to COVID-19 are disclosed in note k) below.

h) Accounting judgments and estimates

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

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

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

i) Goods and services tax

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

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

Cash flows are included in the cash flow statement on a gross basis. The GST components of cash flows arising from investing and financing activities that are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified. Gross GST recoverable on commitments is disclosed separately in the commitments note.

j) Contributions by and distributions to government

The OICAC may receive contributions from government where the government is acting as owner of the agency. Conversely, the office 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 office as adjustments to equity.

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

k) Impact of COVID-19

There were no decisions made by management as a result of COVID-19 that had significant impact in the 2021-22 financial statements.

3. Comprehensive operating statement by output group

	Note	OICAC operations		Corporate and governance		Total	
		2021-22	2020-21	2021-22	2020-21	2021-22	2020-21
		\$000	\$000	\$000	\$000	\$000	\$000
INCOME							
Appropriation							
Output	4	6,991	6,949	-	-	6,991	6,949
Goods and services received free of charge	5	-	-	594	525	594	525
TOTAL INCOME		6,991	6,949	594	525	7,585	7,474
EXPENSES							
Employee expenses		4,473	4,256	522	412	4,995	4,668
Administrative expenses							
Property management		5	23	38	29	43	52
Purchases of goods and services	6	1,364	1,971	168	199	1,532	2,170
Depreciation and amortisation	11, 13	3	3	270	265	273	268
Other administrative expenses ¹		-	-	594	525	594	525
TOTAL EXPENSES		5,845	6,253	1,592	1,430	7,437	7,683
NET SURPLUS/(DEFICIT)		1,146	696	(998)	(905)	148	(209)
COMPREHENSIVE RESULT		1,146	696	(998)	(905)	148	(209)

1. Includes DCDD service charges, and DIPL 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.

Income

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of GST.

Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

4. Revenue

Appropriation

	2021-22			2020-21		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Output	-	6,991	6,991	-	6,949	6,949
Total appropriation	-	6,991	6,991	-	6,949	6,949

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation Act*. It does not include any allowance for major non-cash costs, such as depreciation.

Output appropriations do not have sufficiently specific performance obligations and are recognised on receipt of funds.

5. Goods and services received free of charge

	2021-22	2020-21
	\$000	\$000
Corporate and information services	592	522
Repairs and maintenance	2	3
Total goods and services received free of charge	594	525

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 and associated employee costs are centralised and provided by DIPL and form part of goods and services free of charge of the office.

In addition, corporate services staff and functions are centralised and provided by DCDD and form part of goods and services free of charge of the office.

6. Purchases of goods and services

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

	2021-22	2020-21
	\$000	\$000
GOODS AND SERVICES EXPENSES:		
Consultants ¹	557	1,081
Marketing and promotion ²	2	4
Document production	30	56
Legal ³	357	387
Recruitment ⁴	24	89
Training and study	76	67
Official duty fares	8	18
Travelling allowance	4	3
Information technology charges and communications	285	262
Motor vehicle expenses	23	27
Other	166	176
	1,532	2,170

1. Includes marketing, promotion and information technology consultants. Consultants' expenses also include expenses for specialist technical operations support, conducting a review and transcribing services.

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

3. Includes legal fees for external counsel and judicial review costs.

4. 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.

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

The OICAC had no write-offs, postponements, waivers, gifts or ex gratia payments in 2021-22 or 2020-21.

8. Cash and deposits

	2021-22	2020-21
	\$000	\$000
Cash at bank	3,387	2,907
Total cash	3,387	2,907

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.

9. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$3.387 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

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

	2021-22	2020-21
	\$000	\$000
Net surplus/(deficit)	148	(209)
Non-cash items:		
Depreciation and amortisation	273	268
Changes in assets and liabilities:		
Decrease/increase in receivables	16	(53)
Decrease/increase in prepayments	(2)	-
Decrease/increase in payables	12	1
Decrease/increase in provision for employee benefits	138	153
Decrease/increase in other provisions	(105)	245
Decrease/increase in other liabilities	-	-
Net cash from operating activities	480	405

10. Receivables

	2021-22	2020-21
	\$000	\$000
CURRENT		
GST receivables	23	39
Prepayments	40	39
Total receivables	63	78

Receivables are initially recognised when the office becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include other receivables and prepayments.

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

Prepayments

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

11. Property, plant and equipment

a) Total property, plant and equipment

	2021-22	2020-21
	\$000	\$000
PLANT AND EQUIPMENT		
At fair value	2,304	2,242
Less: accumulated depreciation	(507)	(225)
Total property, plant and equipment	1,797	2,017

2022 Property, plant and equipment reconciliations

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

	Plant and equipment	Total
	\$000	\$000
Carrying amount as at 1 July 2021	2,017	2,017
Additions	-	-
Disposals	-	-
Depreciation/amortisation expense	(282)	(282)
Additions/disposals from administrative restructuring	-	-
Additions/disposals from asset transfers	62	62
Revaluation increments/decrements	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
Other movements	-	-
Carrying amount as at 30 June 2022	1,797	1,797

2021 Property, plant and equipment reconciliations

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

	Plant and equipment	Total
	\$000	\$000
Carrying amount as at 1 July 2020	2,224	2,224
Additions	19	19
Disposals	-	-
Depreciation/amortisation expense	(226)	(226)
Additions/disposals from administrative restructuring	-	-
Additions/disposals from asset transfers	-	-
Revaluation increments/decrements	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
Other movements	-	-
Carrying amount as at 30 June 2021	2,017	2,017

Acquisitions

Property, plant and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other accounting standards.

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

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

Complex assets

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

Subsequent additional costs

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

Construction (work in progress)

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

Revaluations and impairment

Revaluation of assets

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

Impairment of assets

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

Non-current physical agency assets are assessed for indicators of impairment on an annual basis, or whenever there is indication of impairment. If an indicator of impairment exists, the OICAC 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. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is

recognised in the comprehensive operating statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus.

Office property, plant and equipment assets were assessed for impairment as at 30 June 2022. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

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

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

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

	2021-22	2020-21
Plant and equipment	5-10 years	5-10 years
Intangibles	5 years	5 years

12. Office as a lessee

The OICAC leases car parking bays and a basement storage area that are considered short-term leases.

The office has elected to recognise payments for short-term leases and low-value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less with no purchase option. Low-value assets are assets with a fair value of \$10,000 or less when new and not subject to a sublease arrangement.

Inter-governmental leases

The office applies the inter-governmental leases recognition exemption (as per the Treasurer's Direction – Leases) and recognises these as an expense on a straight-line basis over the lease term. These largely relate to the lease of motor vehicles from NT Fleet.

Leases of commercial properties for office accommodation are centralised with DCDD. Consequently, all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCDD and not disclosed within these financial statements.

13. Intangibles

	2021-22	2020-21
	\$000	\$000
CARRYING AMOUNTS		
Intangibles with a finite useful life		
At cost	211	211
Less: accumulated amortisation	(84)	(42)
Written down value – 30 June	127	169
Total intangibles	127	169

Impairment of intangibles

Office intangible assets were assessed for impairment as at 30 June 2022. No impairment adjustments were required as a result of this review.

	2021-22	2020-21
	\$000	\$000
Reconciliation of movements		
Intangibles with a finite useful life		
CARRYING AMOUNT AT 1 JULY	169	211
Additions	-	-
Disposals	-	-
Amortisation	(42)	(42)
Additions/disposals from administrative restructuring	-	-
Additions/disposals) from asset transfers	-	-
Revaluation increments/decrements	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
Other movements	-	-
Carrying amount as at 30 June	127	169

14. Payables

	2021-22	2020-21
	\$000	\$000
Accounts payable	4	4
Accrued expenses	198	186
Total payables	202	190

Liabilities for accounts payable and other amounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the office. Accounts payable are normally settled within 20 days from receipt of valid invoices under \$1 million, or 30 days for invoices over \$1 million.

15. Provisions

	2021-22	2020-21
	\$000	\$000
CURRENT		
Employee benefits		
Recreation leave	539	386
Leave loading	46	61
Other current provisions		
Fringe benefit tax	4	4
Payroll tax	38	28
Superannuation	61	257
Other provisions	80	-
Total provisions	768	736

The office employed 23 employees as at 30 June 2022 (31 employees as at 30 June 2021).

Employee benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries, and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within 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, calculated using the government long-term bond rate.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period. Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave 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 the OICAC, and, therefore, no long service leave liability is recognised in the office's financial statements.

16. Fair value measurement

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

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

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

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the OICAC 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 or liabilities being valued. Such inputs include internal office adjustments to observable data to take account of particular and potentially unique characteristics or functionality of assets or 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.

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost
- the fair value of derivative financial instruments is derived using current market yields and exchange rates appropriate to the instrument
- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

a) Fair value hierarchy

The OICAC does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The table below presents non-financial assets recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value.

	Level 1		Level 2		Level 3		Total fair value	
	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS								
Property, plant and equipment (Note 11)	-	-	-	-	1,797	2,017	1,797	2,017
Intangibles (Note 13)	-	-	-	-	127	169	127	169
Total assets	-	-	-	-	1,924	2,186	1,924	2,186

There were no transfers between level 1 and levels 2 or 3 during 2021-22.

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2021-22 were:

	Level 2 Techniques	Level 3 Techniques
ASSET CLASSES		
Property, plants and equipment	-	Cost approach
Intangibles	-	Cost approach

There were no changes in valuation techniques from 2020-21 to 2021-22.

c) Additional information for level 3 fair value measurements

i) Reconciliation of recurring level 3 fair value measurements of non-financial assets

	Plant and equipment	Intangible assets
	\$000	\$000
2021-22		
Fair value as at 1 July 2021	2,017	169
Additions	62	-
Disposals	-	-
Transfers from level 2	-	-
Transfers to level 2	-	-
Depreciation/amortisation	(282)	(42)
Gains/losses recognised in net surplus/deficit	-	-
Gains/losses recognised in other comprehensive income	-	-
Fair value as at 30 June 2022	1,797	127
2020-21		
Fair value as at 1 July 2020	2,224	211
Additions	19	-
Disposals	-	-
Transfers from level 2	-	-
Transfers to level 2	-	-
Depreciation/amortisation	(226)	(42)
Gains/losses recognised in net surplus/deficit	-	-
Gains/losses recognised in other comprehensive income	-	-
Fair value as at 30 June 2021	2,017	169

ii) Sensitivity analysis

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

17. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and liabilities are recognised on the balance sheet when the OICAC becomes a party to the contractual provisions of the financial instrument. The office's financial instruments include cash and deposits, and payables.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments: Presentation.

These include statutory receivables arising from taxes, including GST and penalties.

The OICAC has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The NT Government's investments, loans and placements, and borrowings are predominantly managed through the NT Treasury Corporation adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

a) Categories of financial instruments

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

	Fair value through profit or loss		Amortised cost	Fair value through other comprehensive income		Total
	Mandatorily at fair value	Designated at fair value		Other		
	\$000	\$000	\$000	\$000	\$000	\$000
2021-22						
Cash and deposits	-	-	-	-	3,387	3,387
Total financial assets	-	-	-	-	3,387	3,387
Payables ¹	-	-	202	-	-	202
Total financial liabilities	-	-	202	-	-	202
2020-21						
Cash and deposits	-	-	-	-	2,907	2,907
Total financial assets	-	-	-	-	2,907	2,907
Payables ¹	-	-	190	-	-	190
Total financial liabilities	-	-	190	-	-	190

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

Categories of financial instruments

The OICAC's financial instruments are classified in accordance with AASB 9.

Financial assets are classified under the following categories:

- amortised cost
- fair value through other comprehensive income (FVOCI)
- fair value through profit and loss (FVTPL).

Financial liabilities are classified under the following categories:

- amortised cost
- FVTPL.

These classifications are based on the OICAC's business model for managing financial assets and the contractual terms of the cash flows. Where assets are measured at fair value, gains and losses will either be recorded in profit or loss, or other comprehensive income.

Financial instruments are reclassified when, and only when, the office's business model for managing those assets changes.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Financial assets at amortised cost

Financial assets are classified at amortised cost when they are held by the OICAC to collect the contractual cash flows, and the contractual cash flows are solely payments of principal and interest.

These assets are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment. The office's financial assets categorised at amortised cost include receivables.

Financial assets at fair value through other comprehensive income

Financial assets are classified at fair value through other comprehensive income when they are held by the OICAC to both collect contractual cash flows and sell financial assets, and the contractual cash flows are solely payments of principal and interest.

These assets are initially and subsequently recognised at fair value. Changes in fair value are recognised in other comprehensive income, except for recognition of impairment gains or losses and interest income that are recognised in the operating result in the comprehensive operating statement. When financial assets are derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the comprehensive operating statement.

For equity instruments elected to be categorised at FVOCI, changes in fair value recognised in other comprehensive income are not reclassified to profit or loss on derecognition of the asset. Dividends from such instruments continue to be recognised in the comprehensive operating statement as other income when the OICAC's right to receive payments is established.

The OICAC does not have any financial assets under this category.

Financial assets at fair value through profit or loss

Financial assets are classified at FVTPL where they do not meet the criteria for amortised cost or FVOCI. These assets are initially and subsequently recognised at fair value with gains or losses recognised in the net result for the year.

The OICAC does not have any financial assets under this category.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest rate method. The OICAC's financial liabilities categorised at amortised cost include all accounts payable.

Financial liabilities at fair value through profit or loss

Financial liabilities are classified at FVTPL when the liabilities are either held for trading or designated as FVTPL. Financial liabilities classified at FVTPL are initially and subsequently measured at fair value with gains or losses recognised in the net result for the year.

For financial liabilities designated at FVTPL, changes in the fair value of the liability attributable to changes in the OICAC's credit risk are recognised in other comprehensive income, while remaining changes in the fair value are recognised in the net result.

The OICAC does not have any financial liabilities under this category.

b) Credit risk

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

The OICAC has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the office has adopted a policy of only dealing with credit-worthy organisations

and obtaining sufficient collateral or other security, where appropriate, as a means of mitigating the risk of financial loss from defaults.

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

c) Liquidity risk

Liquidity risk is the risk the OICAC will not be able to meet its financial obligations as they fall due. The office's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the OICAC's bank account to meet various current employee and supplier liabilities. The office's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arising that deplete cash to levels that compromise the OICAC's ability to meet its financial obligations.

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

2022 Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
LIABILITIES					
Payables	202	202	-	-	202
Total financial liabilities	202	202	-	-	202

2021 Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
LIABILITIES					
Payables	190	190	-	-	190
Total financial liabilities	190	190	-	-	190

d) Market risk

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

i) Interest rate risk

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

The OICAC is not exposed to interest rate risk as its financial assets and financial liabilities are non-interest bearing.

ii) Price risk

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

iii) Currency risk

The OICAC is not exposed to currency risk as it does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

18. Related parties

i) Related parties

The OICAC is a government administrative entity to assist the Commissioner who has been established under the ICAC Act. Related parties of the office include:

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

ii) Key management personnel

KMP of the office are those persons having authority and responsibility for planning, directing and controlling the activities of the office. These include the Commissioner and the Deputy Chief Executive Officer.

iii) Remuneration of key management personnel

The aggregate compensation of OICAC KMP is set out below.

	2021-22	2020-21
	\$000	\$000
Short-term benefits	601	716
Post-employment benefits	82	240
Long-term benefits	-	-
Termination benefits	-	-
Total	683	956

iv) Related party transactions

Transactions with NT Government-controlled entities

The OICAC's primary ongoing source of funding is received from the Central Holding Authority in the form of output appropriation.

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

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
2022				
All NT Government agencies	594	818	-	-
2021				
All NT Government agencies	525	734	-	-

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

Other related party transactions

Given the breadth and depth of NT Government activities, related parties will transact with the NTPS in a manner consistent with other members of the public, including paying stamp duty and other government fees and charges. Therefore, these transactions have not been disclosed.

19. Contingent liabilities and contingent assets

a) Contingent liabilities

The OICAC has entered into contracts and agreements that contain indemnities. The contingent liabilities arising from these indemnities are unquantifiable and the likelihood of occurrence from these indemnities is considered low.

Litigation matters are not disclosed on the basis that disclosure may adversely affect the outcome of any current or future litigation.

b) Contingent assets

The OICAC had no contingent assets as at 30 June 2022 or 30 June 2021.

20. Events subsequent to balance date

Five judicial reviews were brought against the OICAC during the reporting period. Subsequent to 30 June 2022, 4 judicial reviews were settled in late July 2022 for which settlement payments were recognised as a provision.

21. Budgetary information

Comprehensive operating statement	2021-22 Actual	2021-22 Original budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Appropriation				
Output	6,991	6,843	148	
Goods and services received free of charge	594	507	87	1
TOTAL INCOME	7,585	7,350	235	
EXPENSES				
Employee expenses	4,995	4,828	167	
Administrative expenses				
Purchases of goods and services	1,575	2,015	(440)	2
Depreciation and amortisation	273	269	4	
Other administrative expenses	594	507	87	1
TOTAL EXPENSES	7,437	7,619	(182)	
NET SURPLUS/(DEFICIT)	148	(269)	417	
COMPREHENSIVE RESULT	148	(269)	417	

Notes:

The following note descriptions relate to variances greater than 10% or where multiple significant variances have occurred.

1. The variance relates to notional services free of charge from DCDD and DIPL, and the variance in revenue matches variances in expenses. The budget was adjusted during the year to reflect the actual services received and the transfer of information management and workforce services functions to DCDD.
2. A budget transfer from purchase of goods and services to employee expenditure was done at mid-year, following a review of the organisational structure of the OICAC. The revised budget for employee expenses was \$5.519 million, while the revised budget for purchases of goods and services was \$1.472 million. The office operated based on the adjusted budget allocation. The variance between the actual expenses and revised budget was less than 10%.

Balance sheet	2021-22 Actual	2021-22 Original budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	3,387	2,108	1,279	1
Receivables	63	24	39	2
Total current assets	3,450	2,132	1,318	
Non-current assets				
Property, plant and equipment	1,797	1,790	7	
Other assets	127	127	-	
Total non-current assets	1,924	1,917	7	
TOTAL ASSETS	5,374	4,049	1,325	
LIABILITIES				
Current liabilities				
Payables	202	275	(73)	3
Provisions	768	338	430	4
Total current liabilities	970	613	357	
TOTAL LIABILITIES	970	613	357	
NET ASSETS	4,404	3,436	968	
EQUITY				
Capital	2,235	2,224	11	
Accumulated funds	2,169	1,212	957	5
TOTAL EQUITY	4,404	3,436	968	

Notes:

The following note descriptions relate to variances greater than 10% or where multiple significant variances have occurred.

1. Cash and deposits were higher than the original budget, due to the savings of \$421,000 during the year and retention of cash balance from unused funds from prior years.
2. Actual receivables comprising GST receivables and prepayments were higher than budgeted, primarily due to the recognition of prepaid expenses of about \$40,000 at 30 June 2022.
3. Payables comprising accrued expenses were lower than the original budget due to fewer invoices required to be accrued at year end, compared to the prior year.

4. Actual provisions at 30 June 2022 were higher than the original budget, primarily due to the increase in employee provisions for recreational leave for staff members who transferred to the OICAC during the year.
5. Actual accumulated funds were higher than the original budget due to the office's improved result of a net surplus of \$148,000, compared to the budgeted deficit of \$269,000. The variance was also due to underspend on purchases of goods and services during the year.

Cash flow statement	2021-22 Actual	2021-22 Original budget	Variance	Note
	\$000	\$0	\$0	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Appropriation				
Output	6,991	6,843	148	
Receipts from sales of goods and services	142	-	142	
Total operating receipts	7,133	6,843	290	
Operating payments				
Payments to employees	5,041	4,828	213	
Payments for goods and services	1,612	2,015	(403)	1
Total operating payments	6,653	6,843	(190)	
Net cash from/(used in) operating activities	480	-	480	
Net increase/(decrease) in cash held	480	-	480	
Cash at beginning of financial year	2,907	2,108	799	
CASH AT END OF FINANCIAL YEAR	3,387	2,108	1,279	

The following note description relates to variances greater than 10% or where multiple significant variances have occurred.

1. Payments for goods and services was lower than the original budget due to the budget adjustment required to transfer purchase of goods and services to employee expenditure following a review of the OICAC's organisational structure. The revised budget for employee expenses was \$5.519 million, and the revised budget for purchases of goods and services was \$1.472 million. The variance between the actual expenses and revised budget was less than 10%.

Glossary

Abbreviation	
AASB	Australian Accounting Standards Board
AO	Administrative Officer (includes AO3, AO5 and AO6)
ARCC	Audit, Risk and Compliance Committee
ATO	Australian Tax Office
Budget Paper no. 3.	2021-22 Agency Budget Statements
ICAC	Independent Commissioner Against Corruption
DCDD	Department of Corporate and Digital Development
DIPL	Department of Infrastructure, Planning and Logistics
DPP	Office of the Director of Public Prosecutions
EI	Employment Instruction
FTE	full-time equivalent
FVOCI	fair value through other comprehensive income
FVTPL	fair value through profit and loss
GST	goods and services tax
ICAC	Independent Commissioner Against Corruption
the ICAC Act	<i>Independent Commissioner Against Corruption Act 2017</i>
KMP	key management personnel
KPI	key performance indicator
NT	Northern Territory
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
OICAC or the office	Office of the Independent Commissioner Against Corruption
PDP	professional development plan
PID	Public Interest Disclosures
PSEMA	<i>Public Sector Employment and Management Act 1993</i>
SAO	Senior Administrative Officer, (includes SAO1 and SAO2)
SP2	Senior Professional 2
the Strategic Plan	Strategic Plan 2022 to 2026
VFT	Value for Territory
WHS	work health and safety
WHSMS	WHS management system



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