

Office of the
Independent
Commissioner
Against
Corruption NT



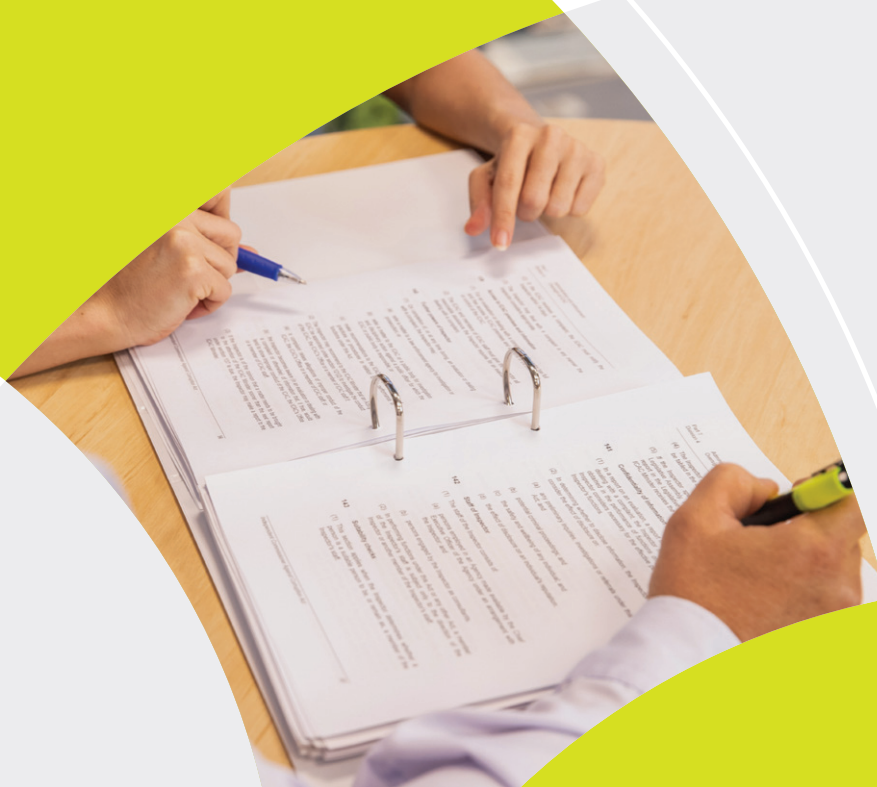
Annual Report 2019-20



Purpose of this report

The 2019–20 Annual Report of the Office of the Independent Commissioner Against Corruption (OICAC) has been prepared by the Chief Executive Officer (CEO) in order to comply with annual reporting requirements under section 128 of the *Independent Commissioner Against Corruption Act 2017* (ICAC Act), section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA), sections 11 and 13 of the *Financial Management Act 1995* and the *Information Act 2002*.

Its primary purpose is to report to the ICAC Minister and the Standing Committee on the ICAC on the OICAC's performance in 2019–20 against approved budget outputs and performance measures, and statutory obligations. Other audiences include other government agencies, the community, the Inspector, OICAC staff and other stakeholders.



Representation letter to ICAC Minister (Chief Minister)

The Hon. Michael Gunner MLA
Chief Minister
Parliament House

DARWIN NT 0801

Dear Chief Minister

I am pleased to submit the 2019-20 annual report on the activities and achievements of the Office of the Independent Commissioner Against Corruption (OICAC).

This report is submitted to you to comply with the requirements of the *Public Sector Employment and Management Act 1993*, *Financial Management Act 1995* and the *Information Act 2002*. I advise that to the best of my knowledge and belief:

- a) proper records of all transactions affecting 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 these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c) no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists (or where this is not the case, details to be provided of any such instances)
- d) in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the office is being developed, and the results of internal audits will be reported to 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 Employment Instructions issued by the Commissioner for Public Employment have been satisfied
- g) all public sector principles contained in section 5 of the *Public Sector Employment and Management Act 1993* have been upheld by OICAC during the financial year
- h) the office is working in compliance with the Information Act 2002.

I ask that you table a copy of this report before the Legislative Assembly within six sitting days of you receiving the report.

Yours sincerely



Kenneth Fleming QC
Independent Commissioner Against Corruption
08 September 2020



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Commissioner's overview

My office is responsible for administering the ICAC Act to achieve its vision of a prosperous, corruption-free Territory. It is our mission to support and empower Territorians to prevent, detect and respond to improper conduct.

In 2019-20, my office received 385 reports containing allegations of improper conduct of which 148 were mandatory reports. I published mandatory reporting directions and guidelines in December, which set out the requirements for a public body, public officer, or the community to report suspected improper conduct. Even if the matter has already been reported to another public body or public officer, such as police, any suspected improper conduct must still be reported to the ICAC unless the reporter knows for certain that the report has already been made to my office.

The value of these reports are significant in shining a light on the often hidden and deceptive nature of corruption. We have improved our online reporting form on 26 June 2020 by allowing the attachment of supporting documentation or evidence to any reports made. The improved web form also directly integrated with our new case management system from 29 June 2020, which enhances our ability to assess reports. It streamlines our monitoring processes.

I would like to thank all the people who have come forward to report improper conduct, including those who fulfil their mandatory reporting obligations.

My office is committed to guiding public bodies in taking appropriate steps to protect these people and will take action if the whistleblowers are not protected or retaliation occurs. My office published advice for establishing frameworks and practices for minimising risks of retaliation on 29 November 2019. It is of the utmost importance that whistleblowers do not face negative repercussions for speaking up about wrongdoing in the workplace. They must be supported in a proactive reporting culture.

Culture and increased awareness are essential to detecting wrongdoing, identifying contributing factors leading to wrongdoing and identifying opportunities to build the Territory's corruption resistance. On 29 October 2019, the importance of organisational culture was reinforced by a joint communique published by Australian anti-corruption commissioners. Our inter-jurisdictional counterparts have been invaluable with their extensive knowledge sharing.

That communique, published Australia wide, gave practical suggestions on the topic.

I wish to extend my appreciation to a few of our important interlocutors here in the Territory as well. The Auditor-General and Buy Local

Industry Advocate findings about instances of non-compliance throughout the procurement lifecycle have been monitored closely by my office. We liaised with the Buy Local Industry Advocate in developing the NT Supplier Code of Conduct to replace the current NT Procurement Code. We support the Auditor-General's view that a consistent conflict of interest framework needs to be developed and implemented across the Territory's public service. We will work with the Office of the Commissioner for Public Employment on improvements to conflict of interest governance and education programs in 2020-21.

The Office of the Commissioner of Public Employment is also collaborating with my office with actions arising from recommendations contained in the first significant investigation report into the conduct of the former Speaker of the Legislative Assembly. Further details about my recommendations and advice made to the Speaker's office are described later in the Prevention and Engagement section of this report.

Our investigations are growing in number, and the demonstrated complexity, sensitivity and seriousness of these matters require significant time and resources to prove or disprove allegations



I would like to thank all the people who have come forward to report improper conduct, including those who fulfil their mandatory reporting obligations.



of improper conduct. My office is committed to progressing investigative activities and is recruiting more investigative staff to handle the current and future investigative workloads. We are building our capacity and culture to position our office as a key contributor to community outcomes.

For the first 18 months, my office had undergone an establishment phase, where practices, policies and procedures were being formalised. The implementation of our new case management system and our relocation to new office accommodation have helped us settle in and embed ourselves

into the public consciousness to deliver positive change. I very much look forward to our normalisation phase, where our refined processes will demonstrate their impact in restoring trust and integrity in public administration in the Territory.

General Manager's overview

In the era of COVID-19, effective treatment of our corruption risks is critical to the economic recovery and future prosperity of the Northern Territory.

It is a widely accepted fact that corruption is costly in both financial and non-financial terms and affects both the public and private sector. The Organization for Economic Cooperation and Development identified that corruption has significant negative effects on investment, competition, entrepreneurship and government efficiency, including expenditure and revenue. Most importantly, corruption is discordant with the pervasive Australian value of fairness, and left unabated has the potential to erode faith in public administration.

The concept of the OICAC was new to the Territory in 2018. Since then, our office has emerged from its establishment phase to become fully operational while balancing internal growth with public expectation.

Our vision is to promote a prosperous, corruption-free Territory, and we recognise the importance of being intelligence-led and proactive in achieving that goal. This year, together with our staff, we developed our Strategic Plan 2020-2023 which identifies our areas of focus and outlines the four key aims that will steer our operational activities. They are to reduce improper conduct, strengthen confidence in OICAC and public administration, demonstrate accountability and build organisational capabilities

and capacity. These priorities are underpinned by the values of integrity, courage, accountability and collaboration, which guide our staff and form the cornerstones of our decision-making.

The management team has worked tirelessly to develop our capabilities, increase our capacity and foster a culture that positions our office as a leading body to improve confidence in public administration. Our team has displayed considerable resilience as we focussed on integrating into the broader public sector and transitioning from a position of cultural resistance to one of active collaboration.

The past 12 months has marked a period of consolidation for our office. We commissioned a new case management system that is vital for improving information analysis to identify trends and patterns that inform our prevention activities and assist with our investigations. We responded to community feedback by modifying our online form, which enables detailed and comprehensive reporting that improves our processing efficiency and broadens our community reach through better service access. We presented 35 information sessions to the public sector and not-for-profit organisations and received a satisfaction result of 93%.

We published four key documents to inform and assist the NT Public Sector on a range of contemporary issues. We took possession of our new fit-for-purpose premises, complete with a refurbished examination room, which enables our statutory functions.

While our achievements provide evidence of value, the true test of effectiveness involves the strategic use of resources to deliver impactful outcomes. We are mindful of the tight economic environment in which we operate. It is now more important than ever that our office demonstrates fiscal restraint and accountability. In the administration of our agency, we will uphold exemplary governance and exercise prudence in the pursuit of our statutory function and organisational priorities.

Due to a number of factors, including mid-term transition into our operational phase, we were able to deliver against our targets of preventing, detecting and responding to corruption, while returning \$1.303 million surplus back to government.

Addressing improper conduct and corruption is a long-term proposition that requires firm focus and persistent application to task to produce meaningful outcomes. Our office

will continue to recruit and invest in people who drive our values-based culture and share our commitment to deliver for all Territorians. It is our position that our outcomes and contribution to initiatives coupled with cultural and generational change will provide value to government that far outweighs the cost of administering the office.

Our achievements are made possible through community confidence and the courage of individuals who come forward and 'call out' suspected corrupt practices. We will continue to prioritise the safeguarding of protected persons and their identities by working with our partners to create a safe environment that encourages and normalises reporting.

Our relationships with national bodies, government agencies, organisations, community groups and individuals show us there is a collective will to create change that strengthens the public service. There may be ever present challenges; however, I am confident that our office is equipped and supported to tackle corruption.

I look forward to another year of producing results that support our vision and values.



Our achievements are made possible through community confidence and the courage of individuals who come forward and 'call out' suspected corrupt practices.

Key results

Year at a glance

\$5.6M

APPROVED OUTPUT
APPROPRIATION
FOR 2019-20



surplus of \$1.303 million for 2019-20

vs surplus of \$0.927 million in 2018-19



121

REQUESTS FOR
INFORMATION OR ITEMS

94

NON-DISCLOSURE
NOTICES ISSUED



31

PRELIMINARY
ENQUIRIES



1

SEARCH
WARRANT

54

REFERRALS



35

NUMBER OF OICAC
INFORMATION SESSIONS



875

TOTAL
attendance at OICAC

information sessions



56

INVESTIGATIONS

15

WITNESSES
COERCIVELY EXAMINED



93%

of OICAC
information session
participants were



SATISFIED OR VERY SATISFIED

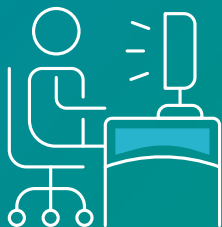
with the session



92%

of participants had an increased understanding

about the OICAC



22 FTE

AS AT 30 JUNE 2020

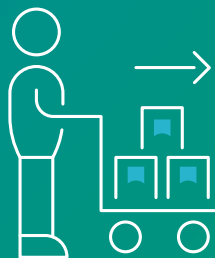
12 FTE

AS AT 30 JUNE 2019

385

reports received

in 2019-20



RELOCATED TO
FIT-FOR-PURPOSE
accommodation at
Level 7, 9 Cavenagh
Street, Darwin

in November 2019

COMPLETED
PROCUREMENT
for the office's
**CASE MANAGEMENT
SYSTEM**



in January 2020

6

**FACT SHEETS
PUBLISHED**



2

INVESTIGATION
REPORTS PUBLISHED

2

GUIDELINES AND
REPORTS PUBLISHED

2

CASE STUDIES
PUBLISHED

TOP WEB PAGE VIEWS

(not including home page)

'publications' **11.84%**

'about us' **5.62%**

'make a report' **4.72%**

WEBSITE STATISTICS

43 850

VIEWS AT AN
AVERAGE OF

120

VISITORS
PER DAY



Overview of the OICAC

The Office of the Independent Commissioner Against Corruption (OICAC) was established in November 2018 to support the Commissioner in delivering the requirements of the *Independent Commissioner Against Corruption Act 2017* (the Act).

The role of the OICAC is to prevent, detect, investigate and respond to improper conduct by public officers, bodies and those who receive government funds, while protecting people who assist in this role.

The OICAC is required to report on the general nature of allegations received, and indicate the kinds of activities it undertakes to prevent, detect and respond to improper conduct.

History of the OICAC

Key milestones over its first two years:

23 November 2017

The Legislative Assembly passed the *Independent Commissioner Against Corruption Act 2017* (the Act)

13 June 2018

Kenneth Fleming QC was appointed by the Administrator of the Northern Territory as the Independent Commissioner Against Corruption (ICAC), and he formally started in the role on 2 July 2018

28 September 2018

Mr Bruce McClintock SC was appointed as the OICAC Inspector for the NT

30 November 2018

The Act officially commenced, and the OICAC started taking reports

7 January 2019

Matthew Grant was recruited for the role of General Manager

10 January 2019

First OICAC information sessions held in Darwin

31 January 2019

Guidelines and practice directions for OICAC staff published

14 March 2019

The First 100 Days OICAC Report published

11 April 2019

First OICAC information session held in Katherine



24 April 2019

First OICAC information session held in Alice Springs

25 September 2019

Summary of the Investigation into the Anzac Hill High School Heritage Assessment published

30 September 2019

Performance Report, 2018-19 published

27 November 2019

OICAC relocated to its fit-for-purpose office accommodation

29 November 2019

OICAC whistleblower protection guidance published

14 February 2020

OICAC conducted its first private examination using its dedicated hearing room

22 June 2020

The report *Investigation into the conduct of the Speaker of the Legislative Assembly* tabled in the Legislative Assembly

29 June 2020

Condor case management system became operational

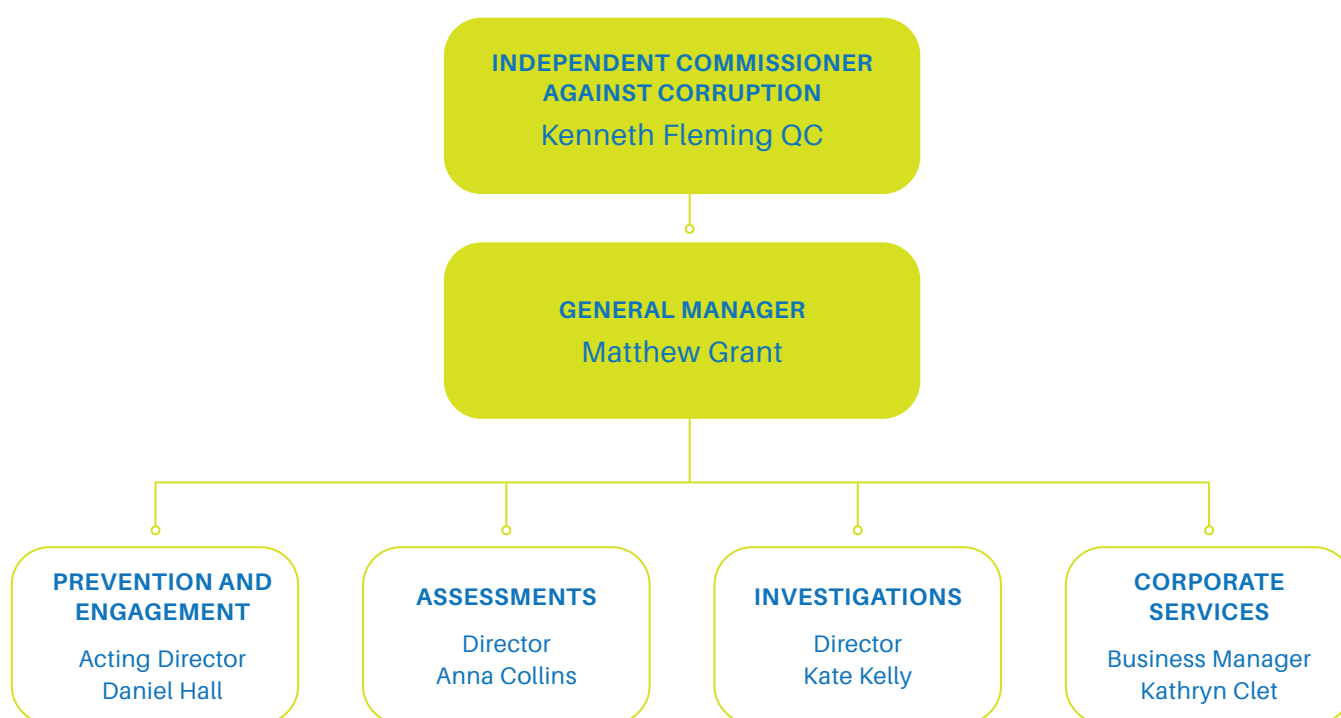
29 June 2020

OICAC Strategic Plan 2020-23 established

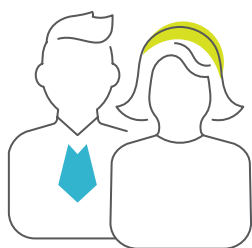
OICAC organisational structure

The OICAC has two main output groups supported by five functional units.

Output group	Outcome	Functional unit
OICAC Operations	Improve the integrity in administration of public funds.	Executive Prevention and Engagement Assessments Investigations
Corporate and Governance	Effective, efficient and compliant corporate and governance activities.	Corporate Services



The OICAC employed a total of 22 full-time equivalent (FTE) staff at pay period 26.



Executive (includes Executive support) **4.0 FTE staff**

Corporate Services **2.0 FTE staff**

Prevention and Engagement **3.0 FTE staff**

Assessments **6.0 FTE staff**

Investigations **7.0 FTE staff**

The responsibilities of the five functional units are:

Executive

The Executive unit comprises the Commissioner, the General Manager and Executive Support.

Commissioner

As well as his role as set out in the ICAC Act, the Commissioner is also the Chief Executive Officer of the OICAC. He is accountable for the strategic leadership, direction and management of the office and its resources. The Commissioner is the key decision-maker in meeting the objectives of the Act and other legislation.

Kenneth Fleming QC was appointed Commissioner on 13 June 2018. He has practised law for more than 40 years in family, criminal, civil and international jurisdictions and tribunals. He practised principally in Queensland but also in other parts of Australia, the Pacific and Africa. Prior to his appointment as Commissioner, Mr Fleming spent three years with the United Nations prosecuting the Rwandan genocide in Africa.

General Manager

The General Manager is responsible for the day-to-day operations of the OICAC across its functional units and ensures these units adhere to organisational objectives. He also advises the Commissioner on the management of the office to ensure compliance with relevant legislation.

Matthew Grant joined the OICAC as General Manager on 7 January 2019. He has more than 25 years' experience working in highly sensitive and complex legal environments, and managing multi-agency investigations

and operations both nationally and internationally. He previously worked with the Australian Federal Police. Before his appointment in the NT, Matthew held an executive position with the Western Australia Crime and Corruption Commission, providing high-level counsel to the WA Commissioner.

Executive Support

The Executive Support unit provides administrative and secretariat services to the Commissioner and General Manager. It is also the point of contact for queries to the Commissioner.

Prevention and Engagement

The Prevention and Engagement unit delivers awareness, engagement and prevention activities to public sector agencies and the community. The unit develops prevention and communication strategies, and works with public bodies to implement tactics that strengthen awareness, encourage public participation and foster a culture of reporting across agencies. In 2020-21, the unit will also be responsible for the delivery of the audit and review functions of the Act.

Assessments

The Assessments unit supports the Commissioner in exercising his powers and functions by reviewing all reports to determine their eligibility for investigation by the OICAC. The unit applies criteria set in the Act and makes recommendations to the Commissioner based on a report's serious, systemic, sensitive and contemporary nature and its alignment with the office's strategic priorities. The Assessments unit also oversees referrals to other agencies and monitors the implementation of recommendations the OICAC makes to public bodies.



Investigations

The Investigations unit investigates the most serious, systemic, sensitive and contemporary improper conduct. The unit's investigators conduct complex and sensitive investigations. As well as providing recommendations on case findings, the unit also identifies future corruption risks and develops prevention strategies. The unit also participates in joint investigations with other investigative bodies.

Corporate Services

The Corporate Services unit supports the operational requirements of the OICAC by managing finance, human resources, governance, risk and business services. Corporate Services also works with other NT Government agencies and external contractors to coordinate business services such as procurement, work health and safety, and information technology and communications support.

Strategic issues

As presented in the NT Government's budget papers published in May 2019, the OICAC faces the following strategic issues as aligned with government's priority in restoring trust:

- Promoting consistency in the financial decision-making process that governs public private sector joint initiatives.
- Engaging and building relationships with community groups and stakeholders in regional and remote areas of the Territory to identify corrupt practices in the provision of government services.
- Restoring faith in the public sector by preventing, detecting, investigating and responding to improper conduct.
- Strengthening confidence in the public sector by protecting people who report improper conduct.
- Promoting transparency and accountability in the public sector by establishing mandatory reporting guidelines.
- Coordinating with the wider framework of integrity agencies to identify areas of high corruption risk in the public sector.



OICAC Strategic Plan 2020-23

In its second year of operation, the OICAC established the Strategic Plan 2020-23, which sets out the office's objectives, key focus areas and how it plans to measure success.

The elements of the plan are summarised below and published on the OICAC website.

OUR VISION:

A prosperous, corruption-free Territory.

OUR MISSION:

To support and empower Territorians to prevent, detect and respond to improper conduct.

OUR VALUES

Integrity

Demonstrating honesty, impartiality and objectivity in our own ethical practices and behaviours, and in respect of all people and their rights.

Courage

Providing leadership and commitment to push boundaries and empower all Territorians to recognise and resist improper conduct.

Accountability

Holding ourselves and others to the highest standard of evidence-based and timely decision-making, transparency and professionalism.

Collaboration

Internal: Treating each other with respect and being loyal to organisational objectives.

External: Creating and maintaining partnerships that understand, value and embrace diversity to deliver positive change.

OUR AIMS:

The OICAC has four main objectives:



1. Reduce improper conduct

We will work to reduce improper conduct to achieve our vision and mission. We recognise the need for community goodwill to accomplish this goal.



4. Build organisational capabilities and capacity

We will train and empower our people to increase our capabilities that enable us to maximise our legislative powers.



2. Strengthen confidence in the OICAC and public administration

We instil confidence in our office through our leadership, actions and results.



3. Demonstrate accountability

We are accountable for our actions. We acknowledge that learning from our mistakes is an important element of growth.

The OICAC's **key focus areas** in 2020-21 are:

- Continue to safeguard the identity of protected persons (whistleblowers) and the security of information.
- Conduct comprehensive environmental analysis to determine corruption risks and hotspots.
- Refine our High Performance Framework and internal processes to focus on maximising delivery of functional objectives.
- Ensure a fit-for-purpose office in relation to legislative and policy reform and workforce capability.
- Implement a strategy to foster a proactive reporting culture and coordinate responses to improper conduct.
- Continue to improve access to OICAC services for all Territorians.

Financial overview

The OICAC operated for the full financial year for the first time in 2019-20. The previous year was its establishment period, from November 2018 to 30 June 2019.

In 2019-20, the OICAC achieved a net surplus of \$1.303 million, compared to a \$0.927 million surplus in the year prior. Total income increased by \$2.526 million, or 71%, compared with last year, with total expenses also increasing by \$2.150 million, or 82%.

Summary of operating result

	2019-20	2018-19	DIFFERENCE	NOTES ON VARIANCE
	\$'000	\$'000	\$'000	
TOTAL INCOME	6,087	3,561	2,526	1
TOTAL EXPENSES	4,784	2,634	2,150	2
NET SURPLUS	1,303	927		3

Notes on variances

- (1) Output appropriation increased by \$2.235 million compared to last year following the approval for increased operations capacity and a Treasurer's advance for the procurement of an end-to-end case management system (CMS).
- (2) The OICAC staffing model was originally established on an interim basis, pending a full business case, which was submitted in February 2020. Employee expenses increased by \$2.635 million due to an increase in the number of employees to 22 FTE as at 30 June 2020 (12 FTE as at 30 June 2019). Administrative expenses also increased to \$0.345 million due to an increase in operational activities to conduct investigations and examinations.
- (3) Net surplus of \$1.303 million was due to the timing of receiving budget certainty in May 2020. The OICAC displayed fiscal restraint by operating within its approved budget and did not consider additional spending to be an efficient use of public monies.

Financial position

The OICAC had a total increase in its assets by \$3.905 million in 2019-20 compared to last year primarily due to the recognition of the cost associated with the office fit out of \$2.224 million and the case management system recognised as an intangible asset of \$0.211 million as at 30 June 2020. Liabilities increased by \$0.378 million due to an increase in employee provisions and payables as at 30 June 2020.

Actual performance against budget

In 2019-20, the OICAC had an increase in its output appropriation to \$5.622 million due to an approved increase in its operational capacity and a Treasurer’s advance for the procurement of an end-to-end case management system.

2019-20 actual vs budget figures (\$'000)



Assessments

Functions and objectives

The Assessments unit receives and assesses reports of suspected improper conduct made to the OICAC. The unit's Assessment Officers gather information from the report maker, which is then assessed to determine if the matter is within the jurisdiction of the *Independent Commissioner Against Corruption Act 2017* (the Act). When it is, Assessment Officers make recommendations on whether the report should be investigated or other action should be taken.

The OICAC can only investigate a small number of reports and must prioritise serious corrupt and anti-democratic conduct. Reports that are not investigated may be referred to a referral entity (such as an agency of the Northern Territory Government) or progressed to a preliminary inquiry to gather more information. When a report is not within the jurisdiction of the Act, is not supported with evidence or has been assessed that a reasonable outcome would not be achieved by investigating, it may be determined that no further action should be taken.

The Assessments unit monitors the OICAC's referral and recommendation function. When a matter is referred for investigation by a referral entity, Assessment Officers work with the entity to ensure it's completed within the set timeframe. When a referral is completed, an Assessment Officer reviews the completion report or investigation findings and determines if further action is required.

Matters the OICAC investigates or matters that are the subject of other action taken (such as an audit or preliminary inquiry) may result in recommendations to a public body. The Assessments unit monitors the implementation of those recommendations and

reports to the Commissioner about them through the Operations Committee.

An important function of the Assessments unit is gathering statistics about suspected improper conduct by public officers or public bodies. The unit uses that data to identify trends that inform prevention and education strategies and systemic issues that require investigation. The Condor case management system, launched in June 2020, allows the unit to report on these statistics in real time and prioritise reports efficiently.

The Assessments unit operates with the highest level of confidentiality and sensitivity. It gives report makers information about the Act's protection for whistleblowers and ensures it has report makers' consent before making enquiries that may identify them.

The unit also recognises and responds to conflicts of interest, taking action to manage the conflict, including restricting access to reports and information when a staff member has declared a conflict.

Performance

The Assessments unit was established in May 2019 with three full-time equivalent (FTE) employees. That team was responsible for establishing an assessment procedure and reviewing more than 180 reports the OICAC had received. Between May and July 2019, it received a further 74 reports, which created a significant backlog of matters for assessment.

At July 2019, the unit had implemented a report assessment workflow, template and draft procedure to ensure thorough and consistent assessments of all reports. However, the unit was inadequately resourced to accommodate the volume of reports being received and awaiting assessment.

In August 2019, the unit increased to four FTE and prepared a business case to increase the unit to six FTE. By March 2020, the Assessments unit had a full complement of six staff. The extra staff enabled the unit to improve the time taken to assess reports and achieve an increase in the number of reports assessed within 30 days from <1% in 2018-19 to 16% in 2019-20.

Report assessment time continued to improve with the introduction of the Condor case management system (CMS) in June 2020 and the new online report submission form. The new online report submission form means the

unit can receive reports directly to the CMS and the user can attach files to their reports at the time of submission. Previously, the inability for users to include attachments with their online reports affected their ability to provide evidence for their report but remain anonymous.

These improvements in online reporting supports the OICAC’s objective of making the OICAC accessible to all Territorians.

Another feature of the online report submission form is the submission confirmation and receipt number. The Assessments team had identified the absence of a submission receipt as an issue in the previous system, which could result in duplicate submissions from report makers who were unsure if their report had been received. The new submission confirmation gives report makers confidence their report has been received, and their receipt number means they can make enquiries straight away or provide more information after submission.

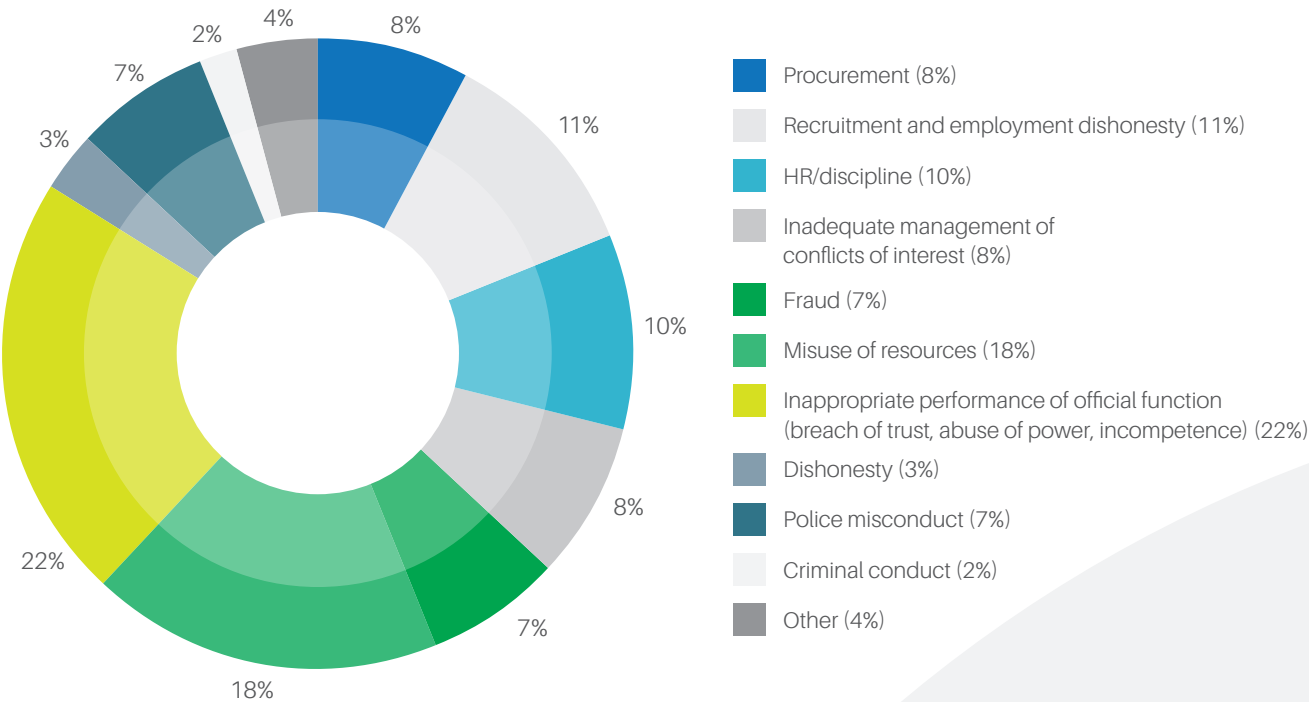
When report makers give their contact details, the Assessments unit also acknowledges receipt of their report by letter or email. In 2019-20, the Assessments unit acknowledged 91% of reports made to the OICAC within seven days. Factors affecting that timeframe were public holidays and staff vacancies or leave.

In 2019-20, the Assessments unit received 385 reports of suspected improper conduct. The majority of reports, being 44%, were received by email, while online reports accounted for 35% of reports received. Into 2020-21, the improved online report submission process is expected to increase the number of online reports and reduce the administrative burden of logging reports manually.

In 2019-20, 148 of the reports the OICAC received were mandatory reports made in compliance with section 22(5) of the Act. The nature of both mandatory and non-mandatory reports received were diverse, including reports of:

- inappropriate performance of official function (including abuse of power)
- misuse of resources (including funding)
- procurement breaches
- inadequate management of conflicts of interest
- HR and disciplinary matters
- employment dishonesty and recruitment breaches
- police misconduct
- fraud.

General nature of allegations received



In 2019-20, the Assessments unit assessed 347 reports, compared to 59 in 2018-19. As well as reports of improper conduct, the unit also received more than 60 information reports. Information reports are reports that may not contain sufficient detail for an assessment to be completed. Information reports are an important intelligence tool and can help inform prevention activities, own-motion reports or other inquiries to identify and address improper conduct.

385

reports received



347

reports assessed

640+

phone calls received



60+

information reports
received

covered
to have acted
early in a
period in
for employees
id for Timber
s at the time of
wages for
it they were
by Timber 6
hours worked
IEPS,
of employees
that were not
one of the 10,000
or
which constituted
about 6,000
and not the 10,000

Risks and impact

- disruption to the general operations of OICAC
- increased resources and expenses incurred by OICAC to investigate the fraudulent claims;
- suspension of the scheme which impacted employment in the construction sector for Aboriginal Territorians;
- reputational risk and loss of confidence in the Department and more broadly the NTG;
- potential financial consequences from regulatory and civil consequences;
- potential financial consequences from regulatory and civil consequences from regulatory and civil consequences.

Once a report is assessed, it can be recommended that no further action be taken. This happens when a report is not within the jurisdiction of the Act, is not supported with evidence, or it is determined that a reasonable outcome would not be achieved by investigating the matter.

When a report is determined to be a matter the OICAC has jurisdiction over, it can be recommended to proceed to a preliminary inquiry, investigation or audit, or referred to a referral entity.



In 2019-20:

- 54 reports were recommended for referral to a public body for investigation. Matters for referral included reports of HR/discipline and code of conduct breaches, inadequate management of conflicts of interest, employment dishonesty, inappropriate performance of official functions and misuse of resources or information.
- 31 reports were progressed to preliminary inquiry stage. The purpose of a preliminary inquiry is to collect information from additional sources to determine if further action needs to be taken. The general nature of matters under preliminary inquiry were breaches of procurement rules, inadequate management of conflicts of interest, employment dishonesty, police misconduct, fraud, misuse of resources (information and funding) and inappropriate performance of official functions.
- 56 reports were recommended to proceed to an investigation. This figure includes matters where multiple reports were received about the same matter.
- Three reports were recommended for audit. Note: audit capability was not available until late 2019-20.
- The OICAC took no further action on matters that were assessed to be outside the Act's jurisdiction, did not meet the threshold of serious corrupt or anti-democratic conduct, or where a reasonable outcome would not be achieved with further action.

Referrals made to referral entities under section 25 of the Act are oversighted by the OICAC to ensure that matters are dealt with appropriately and completely. In 2019-20, all referral entities except one complied with all formal notices provided within the given timeframes and provided reports to the Commissioner. As a result of OICAC-referred investigations, a number of outcomes have been achieved, including:

- Staff found to have been engaging in improper conduct have separated from the Northern Territory Government (NTG).
- NTG has recovered monies that have been misappropriated or unduly claimed by employees through credit card misuse, overpaid allowances and misappropriated licence fees.
- Policies, procedures and other controls have been reviewed and tightened to prevent future loss, including financial review and approval processes that ensure greater accountability and transparency on discretionary spending.
- Remedial training has been provided to employees found to have been in breach of procurement rules, improving compliance and value for Territory.

Examples of conduct reported by theme

Conflict of interest (procurement/government purchasing)

A tender assessment panel member has an immediate family link to Company 1 that has tendered for work with the NT Government. The panel member does not declare the relationship and remains on the assessment panel. Company 1 is awarded the contract.

Misuse of resources (information)

Employee A receives the draft of a project proposal that is going out for expressions of interest (EOI) in four weeks' time. Employee A gives Consultant X a copy of the draft project proposal before the EOI is released.

Employment dishonesty

Employee B's resume claimed they were employed with Company X for five years and provided a referee contact. When Employee B started with the NT Government, it is found that Employee B was never employed by Company X and that the referee was a relative of Employee B.

HR/discipline (fraud)

Employee C falsely records start, finish and break times to accrue flex-time and take a day off each fortnight.

Future priorities

At year end, the Assessments unit was working on writing detailed procedures and policies for the new case management system. In 2020-21, the unit's priority will be to finalise and implement these documents along with developing quick user guides and workflows.

A future priority for the Assessments unit is to appoint an ongoing Assessment Support Officer to manage administrative tasks and provide quality client support to report makers.

In 2020-21, it is expected that the role of monitoring the OICAC's recommendations from investigation reports, preliminary inquiries and referrals will become a key function for the Assessments unit. The team will create a position of Monitoring and Review Officer to oversee report referrals and implementation of the OICAC's recommendations to public bodies.

The Assessments unit will implement a report triage process to enable efficient assessment and rapid action on contemporary matters. The aim of the triage process is to improve responsiveness to reports of recent or ongoing improper conduct. It is anticipated that the triage process will enable quicker referrals to referral entities and better assist them in identifying and responding to improper conduct in their agency.

Investigations

Functions and objectives

The Investigations unit was established when the equivalent unit from the former Office of the Commissioner for Public Interest Disclosures was transferred to the OICAC. That team comprised a Manager of Investigations and two Senior Investigators, who assessed and investigated all reports to the OICAC until the Assessments unit was created in May 2019.

The Investigations unit has investigated the most serious, systemic, sensitive and contemporary allegations of improper conduct since May 2019. The team uses a wide range of legislative powers to collect evidence: taking statements, producing documents and coercive examinations, and collecting information using traditional and contemporary investigative techniques.

The unit conducts investigations that generally fall within three broad subject areas: procurement, recruitment and conflict of interest. When each subject area has been identified, the unit designates a Senior Investigator as a subject matter expert. This involves familiarising themselves with the policies, processes, guidelines, legislation and systems involved; establishing resource libraries; and sharing information and expertise as required with other members of the unit.

The Investigations unit structure and functions have been modelled on those of similar integrity agencies in jurisdictions with comparable workload challenges. At year end, the Investigations unit comprised a Director of Investigations, Team Leader and six Senior Investigators. Current and future investigation caseloads will require another Team Leader and two more Senior Investigators to be recruited.

Throughout the establishment of the OICAC, which wrapped up in the first half of 2020, the Investigation unit's focus was on finalising operational policies, processes and procedures and accessing the relevant government databases and systems. It also sourced the necessary operations equipment and software and trained staff in its use.



Performance

From 1 July 2019 to 30 June 2020, the Investigations unit received 56 investigations that met the serious, systemic, sensitive and contemporary threshold. Most of these investigations included more than one allegation of improper conduct. Owing to the nature and complexity of the investigations, it is not unusual for investigations to be active for more than 12 months. In 2019-20, the unit completed six investigations into improper conduct. The investigation report *Investigation into the conduct of the Speaker of the Legislative Assembly* was tabled in the Legislative Assembly of the Northern Territory on 23 June 2020. Other completed investigations were subject to natural justice and other legal considerations before they were either closed, published or released to an entity with authority to deal with one or more matters that were the subject of the investigation.

When the OICAC originally recruited staff for the Investigations unit, it anticipated there would be a full-time need for specialist services, such as forensic accountants, auditors and data analysts. The nature of the work presented to the unit required Senior Investigators with high-level traditional and contemporary investigations skills, most closely aligned with people in a law enforcement or investigative role. These skills include investigation planning, statement taking, investigative interviewing, informant management and forensic intelligence analysis. The OICAC deemed the Certificate IV in Government Investigations as a compulsory base qualification for all Senior Investigators. In 2019-20, the OICAC conducted a course to provide that qualification to a number of staff in the Investigations, Assessments and Prevention units.

The OICAC relocated to refurbished, fit-for-purpose accommodation in November 2019. Since then, the volume of activity in the Investigations unit increased substantially. The new accommodation helped increase operational efficiency, with a designated interview room, separate office space for complex operations to maintain productivity and information security during those operations, and a muster room that links all investigation staff.

A feature of the new accommodation is a fully functional examination room, which enabled the unit to examine 15 witnesses by 30 June. An examination, also known as a 'coercive hearing', is an investigative tool provided by the legislation that authorises the OICAC to require people to attend before the Commissioner for examination and to answer questions he asks, subject to various statutory exceptions. It is an effective investigative tool for getting to the core of a matter and is considered a strategic option throughout the lifecycle of a case the OICAC is investigating. An examination helps to hasten an investigation by immediately identifying the relevant issues and uncovering further lines of enquiry. Examination expenses include engaging counsel, transcription, and witness expenses such as travel and accommodation.

Information security is one of the unit's highest priorities. To protect whistleblowers and those who assist the OICAC, and for legal and operational reasons, the unit has strict rules and procedures for dealing with OICAC information. This is also a fundamental consideration throughout all investigations. Information security protocols have been refined to protect sensitive and confidential operational activities. The Investigations unit is physically separated from the rest of the OICAC, and limited staff have access for an extra confidentiality and information security measure.

The new case management system (CMS), Condor, significantly improved efficiency for the Investigations team in the areas of investigation oversight, brief preparation, template generation and reporting of both operational and strategic deliverables. At year end, the Investigations unit was reviewing the operational policies and procedures on the exhibit management framework, issuing notices and directions, conducting examinations and developing investigation strategies to ensure they align with the CMS's functionality and workflows.



NOTICES AND DIRECTIONS ISSUED**Section 32 and 33**

Requests for information or items	121
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Section 34

Notices to attend examination	20
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Section 147

Non-disclosure notices	94
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Section 68

Search warrant	1
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Future priorities

In 2020-21, the Investigations unit will focus on 'business as usual' and transitioning from a purely reactive investigative function to a more proactive position.

This involves embedding systems and processes for dealing with investigation matters that arise as a result of reports coming through the Assessments unit, and freeing up capacity to invest resources in proactive intelligence gathering and environmental monitoring.

In 2020-21, the Investigations unit also plans to develop and deliver training in contemporary investigative techniques to unit staff. It has taken the unit a full year of functioning to determine the skill requirements to

operate proficiently, and in 2020-21, the challenge will shift to this skill development. This will provide the tools and expertise to better understand the nature and extent of the individual characteristics of the environment we seek to influence.

Most investigations at year end had a financial element, where there is improper conduct that involved some sort of misuse or misappropriation of public money. In 2020-21, the OICAC will work on formulating a value of the public money saved in each investigation so it can demonstrate the civic benefit of investigations.

Further investment is required to build document infrastructure to facilitate operational tasks such as examinations, investigations and search warrants.

At 30 June 2020, the Investigations unit had active joint investigation agreements with Northern Territory Police, the Department of Education, Australian Federal Police and the Department of Infrastructure, Planning and Logistics. These agreements allow the sharing of information and referring entities to be involved in implementing change when there is evidence of systemic failures.



Prevention and Engagement

Functions and objectives

The Prevention and Engagement unit is responsible for the OICAC's corruption prevention, research, computer forensic services, communication and stakeholder engagement functions.

The Prevention and Engagement unit aims to achieve the following outcomes:

- More Territorians know about corruption, believe it affects them personally and believe institutions are responsible for preventing corrupt conduct.
- Most Territorians and public sector employees believe it is their responsibility to report improper conduct and feel empowered to do so.
- The OICAC is consulted when relevant whole-of-government approaches are being developed or revised.
- Public bodies regularly review and implement effective corruption-prevention practices.
- Increased awareness, understanding, support and advocacy of OICAC and its functions from the general public.

The Prevention and Engagement unit engaged with prevention teams from other Australian integrity agencies to inform its functions and activities. It is also a member of national corruption prevention and public interest disclosure (PID) forums, including the Corruption Prevention Practitioners' Forum and the PID Oversight Roundtable. As a result of this engagement, the OICAC Prevention Strategy is informed by three functional pillars:



Awareness

Engage with the community and public sector to build support for the OICAC and improve public confidence that improper conduct will be detected and dealt with appropriately.



Reporting

Develop a culture of whistleblower protection and reporting of wrongdoing in NT public administration and the broader community.



Alerting

Audit and review public sector trends and issues, identify improper conduct risks, and develop and deliver advice, reports, information and recommendations to NT public bodies.

Integrity champions

During 2019-20, the Prevention and Engagement unit worked with a number of government and non-government bodies to improve the community's awareness of the OICAC's role and functions, and of improper conduct and its harms. The support of these bodies is crucial to ensuring improper conduct is prevented, detected, properly investigated, prosecuted or otherwise dealt with. The OICAC recognises the proactive and collaborative approach of the following agencies in their response to the OICAC's establishment:

- the Department of Health
- the Northern Territory Auditor-General's Office
- the Office of the Commissioner for Public Employment
- the Department of Corporate and Information Services, Information and Communications Technology, Digital Communications and Enterprise Project Services teams
- the Office of the Chief Minister
- the Department of the Chief Minister, Strategic Communications team
- Procurement NT
- the Buy Local Industry Advocate
- the Department of Education
- the Local Government Association of the Northern Territory.

'Nominated recipient' is the title applied to a suitably skilled and qualified officer who is nominated by the accountable officer of a public body. They are responsible for:

- receiving and responding to reports of improper conduct
- reporting improper conduct on behalf of a public body or public officer
- liaising with the OICAC on matters under consideration by the OICAC.

The OICAC recognises the work of nominated recipients who have worked with the OICAC to enhance their understanding of the Act and adopted a proactive and collaborative approach in response to the OICAC's establishment.

During the reporting period, two Prevention and Engagement unit staff members completed a Certificate IV in Government Investigations (Regulatory Compliance).

Performance

A summary of the Prevention and Engagement unit's performance is outlined below.

AWARENESS

The Prevention and Engagement unit delivers OICAC education and training to most public bodies and other external stakeholders. In 2019-20, more than 800 people participated in the information sessions. Sample surveys identified that 93% of information session participants were satisfied with the session, and 92% of information session participants had an increased understanding about the OICAC.

The volume of information and training sessions was adversely affected by restrictions imposed to protect the public from COVID-19. In 2020-21, information sessions will be delivered through online platforms, and face-to-face sessions will resume on advice from health authorities. The Prevention and Engagement unit will continue to evaluate the performance of its education and awareness programs in 2020-21.

Several NT Government agencies engaged independent consultants to run OICAC education sessions for staff during the reporting period. It is the OICAC's strong preference that NT Government agencies arrange for the OICAC to deliver free education sessions or coordinate the delivery of education sessions to reduce the overall cost of engaging independent consultants.

In November 2019, the Prevention and Engagement unit hosted an OICAC forum at the Museum and Art Gallery of the Northern Territory. The forum shared information about fraud and corruption prevention, internal reporting frameworks, whistleblower protection and employee engagement strategies. More than 50 NTPS leaders and senior governance, complaint handling and human resources officers attended.

In 2019-20, the Prevention and Engagement unit prepared a regional engagement plan to broaden its outreach to local councils and authorities, and build its presence in regional and remote communities. It engaged the Department of Local Government, Housing and Community Development (DLGHCD) to identify risks and opportunities, and to understand the culture and governance practices in these areas.

These areas were prioritised for engagement in 2019-20:

- Tennant Creek
- Tiwi Islands
- Jabiru
- Arnhem Land (including Nhulunbuy, Yirrkala, Milingimbi and Groote Eylandt)
- Alice Springs
- Katherine.

Planned regional and remote engagement activities were postponed due to COVID-19 travel restrictions. These activities will be prioritised pending further health advice.

The Prevention and Engagement unit also engaged with DLGHCD to develop education materials. This included a Local Government Elected Members' Handbook and a model fraud and corruption control framework aimed at building awareness of the role and functions of local government councils and elected members.

In August 2019, the Prevention and Engagement unit delivered training to the Local Government Association of the Northern Territory Procurement Symposium, which included 26 registered delegates from eight Northern Territory councils.

The OICAC has developed a close working relationship with various interstate integrity agencies to enhance its capability and to improve awareness of corruption and its harms across Australia.

In October 2019, Australia's anti-corruption commissioners published a joint communique on practical measures by which corruption may be detected, exposed and prevented in public institutions. The joint communique identified behaviours that incubate and enable corruption. The commissioners called for the relentless pursuit of:

- leadership to build organisational cultures that detect wrongdoing, identify contributing factors leading to wrongdoing and identify opportunities to build corruption resistance
- increased awareness of the protections for those who put themselves at risk of harm by reporting corruption and appropriate action against the perpetrators of reprisal against disclosers.

REPORTING

In November 2019, the OICAC issued whistleblower protection guidelines for public bodies and public officers. The guidelines set out the obligations of public bodies that protect and support protected people.

The guidelines were issued after a review of contemporary research and best practice approaches to whistleblower protection and consultation with NT Government agencies. The guidelines include information for public bodies to put in place:

- a framework for confidentially receiving and managing reports of improper conduct
- policies and processes governing the body's whistleblower protection framework
- cultural change and organisational leadership strategies to support whistleblower policies and procedures
- training for managers and supervisors
- risk assessment and management plans for those who report improper conduct
- support for whistleblowers and other affected people
- appropriate responses to suspected reprisal or retaliation.

After releasing the guidelines, the Commissioner recognised the work already underway to implement robust internal reporting and whistleblower protection frameworks. The guidelines will be reviewed periodically in consultation with the NT Government. The OICAC intends to audit and review the implementation of these guidelines from 30 November 2020.

ALERTING

The Prevention and Engagement unit exercises the audit and review powers of the Act to review the practices, policies or procedures of a public body or public officer to identify whether improper conduct has occurred, is occurring or is at risk of occurring. An audit plan has been developed, and the OICAC will engage with public bodies about scheduled audits. The OICAC must provide a report on the results of the audit or review to a person with responsibility for the public body or public officer who is the subject of the audit or review. The OICAC may also make a general report about an audit or review and systemic issues that have been identified in one or more public bodies about improper conduct.

As outlined below, the OICAC has continued engagement with a number of agencies about serious, systemic, sensitive and contemporary improper conduct risks.

PROCUREMENT FRAMEWORK

Reports about procurement represent about 9% of all reports to the OICAC. This is significant, based on the number and types of reports received by the OICAC.

In 2019-20, the issues reported to OICAC included:

- conflicts of interest, collusion and favouritism
- failure to follow procurement processes
- manipulation of tender assessment scores
- misuse or release of confidential information
- bribery and kickbacks
- overly specific tenders.

During the year, the OICAC also closely monitored the Auditor-General's and Buy Local Industry Advocate's findings about instances of non-compliance throughout the procurement lifecycle.

The Prevention and Engagement unit engaged with the Department of Trade, Business and Innovation's Procurement NT division to prevent and minimise improper conduct risks in the NT Government's procurement framework. It reviewed proposed changes to the procurement rules, which took effect on 1 July 2020, and liaised with the Buy Local Industry Advocate on the drafting of a Supplier Code of Conduct to replace the current NT Procurement Code. This will place obligations on both the government and contractors/tenderers covered under the NT Supplier Code of Conduct. The Prevention and Engagement unit also liaised with

Procurement NT's Strategy and Capability team on its procurement training (non-mandatory) framework and non-accredited training courses that are either planned or being procured and was invited to participate in Procurement NT's Knowledge Share sessions.

EMPLOYMENT AND PERFORMANCE FRAMEWORK

Of the reports to OICAC since its establishment in 2018, around 5% relate to recruitment issues. The Prevention and Engagement unit engaged with the Office of the Commissioner for Public Employment about systemic risks in the Northern Territory Public Sector (NTPS) recruitment framework. Some of the issues reported include:

- declaration and management of panel members' conflicts of interest
- pre-employment screening
- failure to follow recruitment policy
- the unauthorised release of recruitment information
- transparency in respect of relevant candidate criminal history or alleged breaches of discipline
- record-keeping practices
- recruitment panel training.

CONFLICT OF INTEREST

All public officers are bound by the Northern Territory Public Sector Code of Conduct, which states that:

'A Public Sector Officer must disclose in writing to his or her Chief Executive Officer any financial or other interests held by the Public Sector Officer immediately upon becoming aware that a potential conflict between personal interest and official duty, whether real or apparent, has arisen or is likely to arise.'

A large percentage of reports of suspected improper conduct to the OICAC include failure to properly declare and manage conflicts of interest.

The OICAC supports the Auditor-General's view that a consistent conflict of interest framework needs to be developed and implemented across the NT Government. The OICAC will work with the Office of the Commissioner for Public Employment (OCPE) in 2020-21 on improvements to conflict of interest governance and education programs.

FRAUD AND CORRUPTION CONTROLS

During 2019-20, the OICAC provided guidance on proposed amendments to the Treasurer's Directions on fraud control at the request of the Financial Management Group of the Department of Treasury and Finance. OICAC feedback included a request for amendments to the document to reference mandatory reporting obligations, in line with section 22 of the Act.

In early 2020, the NT Government announced a series of economic stimulus measures in response to the economic impact caused by the COVID-19 pandemic. The OICAC provided advice to public bodies on fraud and corruption risks often associated with government stimulus programs.

This advice was published in the publications section of the OICAC website.

The Commissioner addressed the Security and Emergency Management Sub-Committee in May 2020. Subsequently, the NT Government accepted the Commissioner's recommendation to establish the fraud monitoring committee to monitor and review the roll-out, implementation and post-event assessment of stimulus packages, with an emphasis on fraud detection.

At year end, the OICAC continued to monitor COVID-19 stimulus expenditure for fraud and corruption risks and the effectiveness of controls.

SERIOUS BREACH OF PUBLIC TRUST

On 23 June 2020, the Deputy Speaker of the Northern Territory Legislative Assembly tabled the OICAC investigation report concerning the conduct of the Speaker of the Legislative Assembly. The Commissioner found that the Speaker, the Honourable Kezia Purick MLA, engaged in a series of acts, each of which was corrupt conduct because each was a serious breach of public trust.

The Commissioner made a number of recommendations in the report with regard to preventing, detecting, investigating, prosecuting or otherwise dealing with improper conduct risks. A summary of the response to these recommendations is outlined below:

Recommendations and advice

- Facilitate training for all existing and incoming members on their obligations under the *Legislative Assembly (Members' Code of Conduct and Ethical Standards) Act 2008*.
- Facilitate training for all existing and incoming members on their obligations under the *Independent Commissioner Against Corruption Act 2017*, including mandatory reporting guidelines and directions issued pursuant to section 22.
- Develop a members' handbook, including guidelines, which provides examples of what conduct may cause, or have the potential to result in, breaches of the code and a significant breach of public trust.

Response

The Speaker of the Legislative Assembly, the Honourable Chansey Paech MLA, advised he would consult with the Clerk to develop the recommended resources for the benefit of all members of the Legislative Assembly.

Recommendations and advice

- In consultation with the Commissioner for Public Employment, establish and publish a Code of Conduct and Ethical Standards for personal members of staff employed under the *Contracts Act 1978*. The Code of Conduct and Ethical Standards may include guidance on the judgement required of public officers when receiving inappropriate or unlawful direction from supervisors.
- Facilitate training and education for members, Department of the Legislative Assembly employees, the Clerk and Deputy Clerk, and the personal staff of members, including the Speaker, under the *Contracts Act 1978* regarding the Code of Conduct and Ethical Standards.
- Incorporate a series of case studies highlighting corruption-conducive situations that may apply to the Department of the Legislative Assembly and members' personal staff employed under the *Contracts Act 1978* into education programs and material.
- Review the Department of the Legislative Assembly's whistleblower protection policies and practices against the requirements under the Act and OICAC guidelines and directions, and report to OICAC on the findings and recommendations of this review.
- Schedule training, to be delivered by the OICAC, for all Department of the Legislative Assembly employees and the personal staff of members on the role and functions of the OICAC.
- Provide education and training to all current and future members on measures to reduce information security risks.
- Provide explicit and formal advice to members regarding the requirement that they use approved communications methods for all parliamentary business.

Response

In his response to the recommendations, the Speaker stated his intention to ask the Clerk to write to the Commissioner for Public Employment, Ms Vicki Telfer PSM, seeking OCPE's assistance to:

- deliver on these recommendations
- contact the Independent Commissioner Against Corruption, Mr Kenneth Fleming QC, concerning education and training delivery
- prepare all relevant draft documents
- schedule education and information sessions
- ask the Clerk to report to the Chief Minister, the Speaker and the members of the 14th Legislative Assembly on progress against the OICAC recommendations.

Recommendations and advice

The Commissioner advised that the Legislative Assembly may wish to:

- review information security risks and publish information security protocols for members
- review the transparency of electoral expenditure and provide guidance to members on principles of transparency, integrity and accountability arrangements in relation to electorate allowances.

Response

The Speaker advised that the Legislative Assembly will be working with the Clerk and the Department of the Legislative Assembly on information and protocols to assist in implementing these recommendations.

Recommendations and advice

The Commissioner advised that the Legislative Assembly may wish to:

- review its parliamentary procedure and practice dealing with alleged breaches of the members' conduct under the *Legislative Assembly (Members' Code of Conduct and Ethical Standards) Act 2008*
- consider the establishment of a Parliamentary Integrity Commissioner to provide advice to members on the Members' Code of Conduct and Ethical Standards, report to the Legislative Assembly on potential breaches of the code, consider reports of breaches of the code by the public and members, and review the operation of the code.

Response

The Speaker advised that it is his intention to brief the incoming Chair of the Standing Orders Committee for the 14th assembly in relation to this matter, noting that any concerns relating to, or proposal for investigation of, a breach of the Members' Code of Conduct requires a reference procedure, which remains somewhat obscure and difficult to initiate in the context of the Legislative Assembly's Standing Orders in force at 23 June 2020.



Future priorities

The Prevention and Engagement unit will prioritise several projects in 2020-21:

WHISTLEBLOWER PROTECTIONS

The Prevention and Engagement unit has established collaborative relationships with public bodies to develop a proactive reporting culture and coordinate responses to improper conduct. In 2020-21, the unit will continually assess whistleblower protection research, policies and practices to enhance the OICAC guidelines on whistleblower protection and minimise the risk of retaliation. The unit recognises the work public bodies have done to implement internal disclosure and whistleblower protection frameworks. The OICAC will review the implementation of its guidelines in 2020-21 and work with public bodies to ensure whistleblowers feel comfortable exposing wrongdoing and are protected from harm when they do so.

EDUCATION AND AWARENESS

The unit will increase its delivery of education and awareness activities using online audio, video and web-conferencing tools in 2020-21. Online delivery tools will extend the reach of education and awareness activities and make them more accessible for people in regional and remote areas. In 2019-20, the unit consulted with the Aboriginal Interpreter Service about developing in-language audio files in 18 Aboriginal languages. In 2020-21, these will be available on the OICAC website.

In accordance with section 130 of the Act, the OICAC must maintain an appropriate website that includes information about the agency's functions and responsibilities. For OICAC, a compromised user experience can lead to stakeholder frustration, increased staff resourcing, reduced community understanding and inaccurate perceptions about the OICAC. While the OICAC's website is compliant with its legislative requirements, a review of web accessibility guidelines has identified opportunities to improve user access and navigation. In 2019-20, the Prevention and Engagement unit launched a project to review and enhance OICAC's website to bring it in line with accepted contemporary practice.

Nominated recipients may be appointed by the person responsible for the management or control of a public body to receive and respond to reports of improper conduct. In 2020-21, the Prevention and Engagement unit will develop training for nominated recipients to enhance their understanding of their obligations under the Act.

CORRUPTION PERCEPTION SURVEY

In 2020-21, the Prevention and Engagement unit plans to survey NTPS employees on their perceptions of corruption in public administration. The survey will:

- give NTPS employees an opportunity to describe their perceptions of improper conduct in public administration
- identify agency-specific or widespread improper conduct risks
- allow the OICAC to monitor changes to perceived levels of integrity and improper conduct in the Territory.

A report on the survey's findings will be made public when the survey is finished.

AUDIT AND REVIEW

In 2019-20, the Prevention and Engagement unit created the Senior Strategic Intelligence Analyst role to coordinate the OICAC's audit and review function. In line with section 23 of the *Independent Commissioner Against Corruption Act 2017* (the Act), the OICAC may audit or review the practices, policies or procedures of a public body or public officer at any time to identify whether improper conduct has occurred, is occurring or is at risk of occurring.

The new position allows the OICAC to detect and address improper conduct and achieve cost savings for government, particularly where improvements to fraud and corruption controls, procurement practices and major project planning and evaluation are identified. A series of audits and reviews will be scheduled for 2020-21.

Corporate Services

Functions and objectives

The Corporate Services unit provides broad, quality support to the OICAC in the areas of financial and budget management, human resources and workforce planning, governance and risk management, information technology and security, procurement, work health and safety, and general services.

The unit also works collaboratively with the Department of Corporate and Information Services to deliver these functions for the OICAC.

Performance

In 2019-20, the unit led several projects to continue the tasks required for a newly established office and to operate normally in line with its legislative requirements. These projects included:

Project	Outcome
Provide a fit-for-purpose office for OICAC staff	<p>As part of the NT Government's capital works program managed by the Department of Infrastructure, Planning and Logistics, the office relocated to Level 7, 9 Cavenagh Street, Darwin, with the following features:</p> <ul style="list-style-type: none"> • layout designed to accommodate workflows and security requirements for each functional unit • accessibility for people with physical disability • hearing room with wheelchair access and interpreter options for witnesses for whom English is a second language • interview room to accept face-to-face reports and that aligns with acoustic requirements and safety measures in police interview rooms • electronic upgrades for online training and meetings, reducing travel costs.
Procure an end-to-end case management system	<p>In January 2020, with assistance from the Department of Corporate and Information Services, the OICAC awarded a contract for the development of an end-to-end investigation and case management system (Condor). The CMS's design was based on existing integrity agency platforms and tailored to suit the local environment and the Act. Its benefits to the OICAC are:</p> <ul style="list-style-type: none"> • streamlined processes and eliminates duplication of activities • delivered enhanced analysis and reporting options • secure records and maintain reports of improper conduct. <p>Condor was operational from 29 June 2020 after testing and a series of workshops for OICAC staff. Ongoing contract management activities and consultations with stakeholders will continue to ensure the CMS is operating effectively and supports organisational objectives.</p>
Obtain budget certainty	<p>In December 2019, the OICAC was approved a Treasurer's advance to support the costs associated with procuring the CMS.</p> <p>The OICAC budget for the 2019-20 year was formalised in May 2020, with an additional increase in output appropriation for the year of \$1.550 million to support the increase in its operational costs and approved staffing cap to 29 FTE (previously approved staffing cap was eight FTE during its establishment period). Due to the timing of the announcement of the final approved budget for the OICAC, the office was yet to establish and fill all 29 positions before the end of the reporting period. The OICAC will continue work in 2020-21 to ensure the office accommodation is adequate to support the new staffing level and that positions are established and recruited to.</p> <p>Additional funding was also approved for 2020-21 and for following years to support the functions of the OICAC. This funding model will continue to be reviewed to ensure the office can meet community expectations and deliver on the government's priorities in reducing improper conduct.</p>
Establish the OICAC's strategic plan	<p>In June 2020, the OICAC started developing their Strategic Plan 2020-23 after a series of workshops, leadership training and consultations with experienced training providers. The Strategic Plan is expected to be finalised and available on the OICAC website in early 2020-21.</p>

Reporting on the OICAC's key performance indicators (KPIs)

As published in the NT Government's budget papers in May 2019, actual results against key performance indicators are presented in the table below with explanations on variations.

KPIs	2019-20 budget	2019-20 result	Comments on variations
Corruption-prevention initiatives held (includes information sessions, workshops and forums)	50	35	Actual initiatives lower than budgeted due to COVID-19 restrictions and cancellation of planned sessions in remote areas.
Participant satisfaction with prevention initiatives held	80%	93%	Increase in satisfaction based on surveys conducted as a result of improvement in the delivery of information sessions from past participants' feedback.
Reports acknowledged in 7 days	80%	91%	Improvement in timely acknowledgements of reports due to the commencement of the Administration Support Officer in October 2019.
Reports assessed in 30 days	80%	16%	Lower number than expected due to backlog of reports received prior to the establishment of the Assessments unit in May 2019 and the capacity of staff to assess reports within 30 days.

Governance

The OICAC's compliance framework consists of the following internal and external governance functions:

INTERNAL GOVERNANCE

Operations Committee

The Operations Committee (OC) receives and reviews reports from the Assessments, Investigations and Prevention and Engagement units and provides evidence-based recommendations to the Commissioner. It evaluates broader public sector trends and issues, identifies serious misconduct and corruption risks in NT public administration and provides strategic guidance for prevention activities. The OC also provides advice to the Commissioner about ensuring the limited resources in the office are efficiently applied to priority matters, including tracking progress against agreed milestones and escalating serious reports as required for the Commissioner's attention.

The OC met 21 times during 2019-20 and had the following members at 30 June 2020:

Position	Role	Name
Independent Commissioner Against Corruption	Key decision-maker	Kenneth Fleming QC
General Manager	Chairperson	Matthew Grant
Director, Assessments	Member	Anna Collins
Director, Investigations	Member	Kate Kelly
Acting Director, Prevention and Engagement	Member	Daniel Hall
Business Manager	Member	Kathryn Clet
Executive Officer	Secretariat	Christelin Agarao

Corporate Executive Committee

The Corporate Executive Committee (CEC) sets and monitors strategic direction, ensures compliance with statutory requirements and actively oversees organisational priorities to achieve strategic objectives.

The CEC met nine times during the year and had the following members at 30 June 2020:

Position	Role	Name
General Manager	Chairperson	Matthew Grant
Director, Assessments	Member	Anna Collins
Director, Investigations	Member	Kate Kelly
Acting Director, Prevention and Engagement	Member	Daniel Hall
Business Manager	Member	Kathryn Clet
Acting Executive Assistant	Secretariat	Kate Johnson

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee (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 acts within its authority on behalf of the Commissioner to:

- monitor the OICAC's risk registers and provide advice to the Commissioner on the 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 the implementation of recommendations
- review public accountability disclosures, including financial and performance information in the office's annual report, in line with legislative requirements.

The ARCC met three times during the year and had the following members at 30 June 2020:

Position	Role	Name
External member and previous NT Auditor-General (1994–2002)	Chairperson	Iain Summers
General Manager	Member	Matthew Grant
Business Manager	Member	Kathryn Clet
Senior Assessment Officer	Member	Kymilla Ries
Senior Investigation Officer	Member	Kelly Bennett
Acting Senior Strategic Intelligence Officer	Member	Eric Vo
Acting Executive Assistant	Secretariat	Kate Johnson

Internal audit function

The office's internal audit function commenced in late 2019–20. An internal audit plan is being developed once the Strategic Plan 2020–23 and the OICAC risk management framework is finalised in early 2020–21.

A value for Territory (VFT) audit commenced in June 2020 and is conducted by an external audit firm to review the OICAC procurement transactions covering 1 January 2019 to 31 December 2019. The result of the VFT audit will be provided to the Buy Local Industry Advocate once completed.

EXTERNAL OVERSIGHT

Standing Committee on the OICAC

The Standing Committee on the OICAC was established in February 2020 by the Legislative Assembly. The functions of the Standing Committee on the OICAC are to:

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

The Standing Committee on the OICAC did not meet during 2019–20 and had the following members at 30 June 2020:

- Hon. Natasha Fyles (Chair)
- Mrs Kate Worden, MLA (Deputy Chair)
- Mr Gary Higgins, MLA
- Mr Gerry Wood, MLA.

Inspector of OICAC

Mr Bruce McClintock SC was appointed as the OICAC Inspector on 28 September 2018 for a term of five years. The Inspector is an independent officer of the Northern Territory Government and provides oversight of the OICAC by delivering the following functions:

- evaluate the OICAC's performance and report on the evaluation to the ICAC Minister (the Chief Minister) and the Legislative Assembly
- deal with complaints about the OICAC or its staff members
- make recommendations to the OICAC (or other public bodies) in relation to practices and procedures concerning performance of the functions under the 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 OICAC. The Commissioner and OICAC staff members are obligated to provide reasonable assistance to the Inspector.

The Inspector issued his first evaluation report of the OICAC, *Preliminary Report pursuant to Section 140(3) ICAC Act 2017 – Inspector of the Independent Commissioner Against Corruption*, on 16 October 2019.

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

Auditor-General

Mrs Julie Crisp was reappointed for another term of five years in September 2019. She is supported by the NT Auditor-General's office in delivering the audit mandate. 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*.

The following table summarises the audits and other reviews conducted on the OICAC by the Auditor-General during 2019-20:

External audit/review and objective	Completed	Summary of audit/review findings	OICAC response and action
End-of-year review for the year ending 30 June 2019 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.	September 2019	No significant matters were identified.	No further action required.
Agency compliance audit 2020 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.	May 2020	<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>Two matters were brought to management's attention, which relate to:</p> <ul style="list-style-type: none"> - For undisputed invoices below \$1 million, payment days exceeded 20 days from the date of invoice issue. - An internal audit function has not been established. 	<p>Processes and procedures have been put in place to improve the OICAC's adherence to the NTG payment policy.</p> <p>The OICAC now has an internal audit function and an external independent chairperson for its Audit, Risk and Compliance Committee.</p>
Managing conflicts of interest survey Objective: undertake a survey of the current controls and processes to manage conflicts of interest in selected agencies and analyse the responses to assess the extent to which these controls and processes are implemented and operating.	June 2020	<p>Recommendations were made to improve the conflict of interest policy and procedures, communication and education to staff, identifying vulnerable units, managing and monitoring conflicts, dealing with breaches, and dealing with external parties.</p>	<p>The OICAC will continue to review and improve its conflict of interest policy and procedures to align with best practice across government and collaborate with agencies in supporting a centralised function. Internally, a conflict of interest staff session was conducted to determine staff understanding and seek feedback for improvement.</p>

Finance

During 2019-20, the OICAC achieved a net surplus of \$1.303 million, compared to a \$0.927 million surplus in the prior financial year. Total income increased by \$2.526 million, or 71%, compared to last year, with total expenses also increasing by \$2.150 million, or 82%.

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

Human resources

The OICAC employed 22 FTE staff as at 30 June 2020. The OICAC continues to attract and retain a high-performing workforce to support its aims and strategic priorities. The OICAC is committed to be the agency of choice across the NTPS and aims to promote a culture of continuous improvement, employee wellbeing, collaboration and innovation.

Learning and development opportunities are available to staff and provided based on their professional

development plans. As the OICAC continues to mature as a statutory office, a significant amount of work is required to establish positions and recruit applicants to support the Commissioner. Several recruitment activities are a priority, including ensuring staff have an adequate and safe workplace.

Some of the courses and training sessions employees attended in 2019-20 or were being completed at year end were:

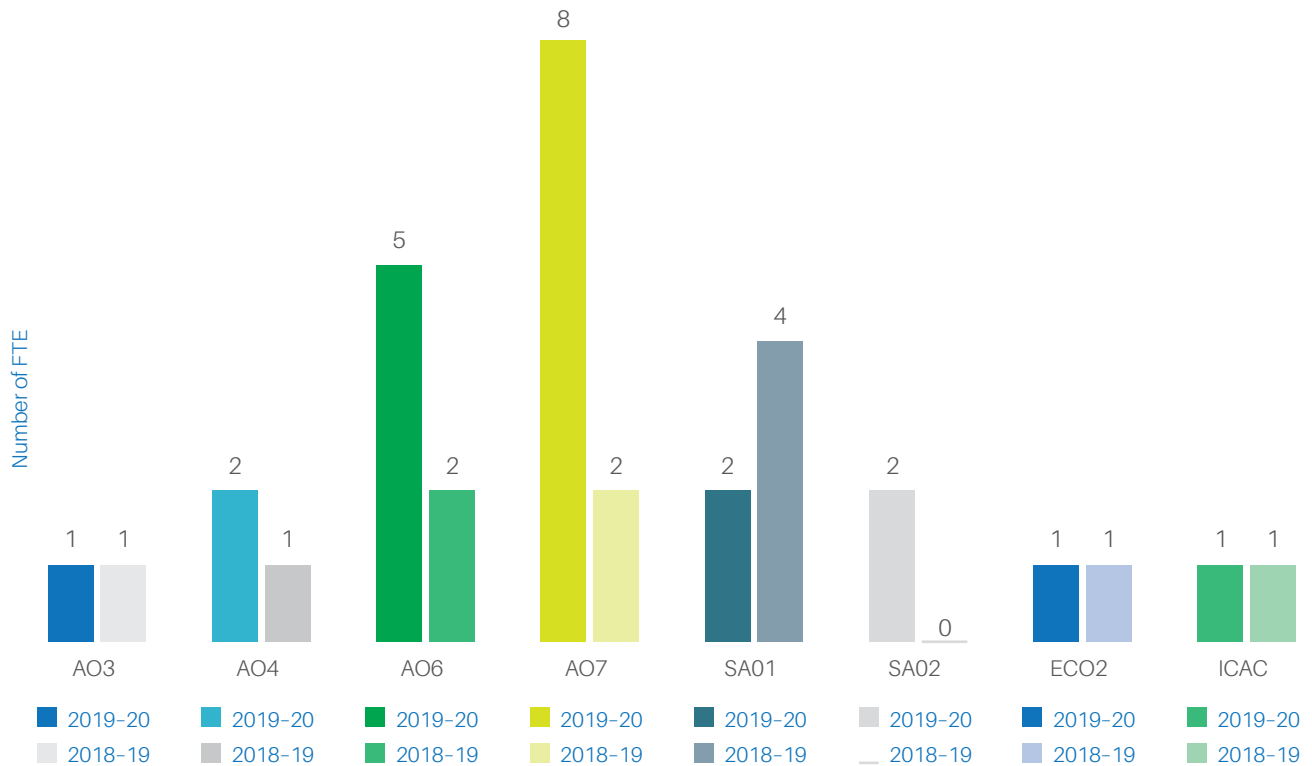
- Certificate IV in Government Investigations
- Graduate Certificate in Integrity and Anti-Corruption
- executive leadership training
- Project Management Fundamentals
- Black Dog Institute sessions
- financial systems training
- first aid training.

EMPLOYEE DEMOGRAPHICS:

FTE numbers as per the last pay period for each financial year by classification:

Classification level	2019-20	2018-19
Administrative Officer 3 (AO3)	1	1
Administrative Officer 4 (AO4)	2	1
Administrative Officer 6 (AO6)	5	2
Administrative Officer 7 (AO7)	8	2
Senior Administrative Officer 1 (SAO1)	2	4
Senior Administrative Officer 2 (SAO2)	2	-
Executive Contract Officer 2 (ECO2)	1	1
Independent Commissioner Against Corruption (ICAC)	1	1
Total	22	12

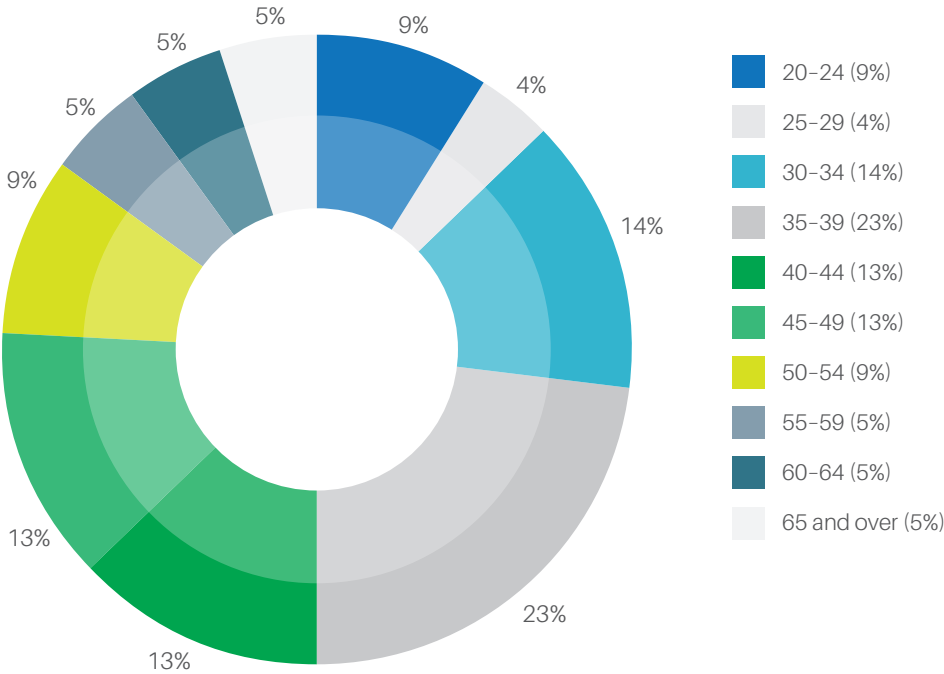
Number of FTE per classification level



Comparison of head count, level and gender, 2019-20

Classification level	Female	Male	Total
Administrative Officer 3 (AO3)	1		1
Administrative Officer 4 (AO4)	2		2
Administrative Officer 6 (AO6)	4	1	5
Administrative Officer 7 (AO7)	5	3	8
Senior Administrative Officer 1 (SAO1)	1	1	2
Senior Administrative Officer 2 (SAO2)	2		2
Executive Contract Officer 2 (ECO2)		1	1
Independent Commissioner Against Corruption (ICAC)		1	1
Total	15	7	22

Age profile by percentage, 2019-20



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

Legislative compliance

Under the *Public Sector Employment and Management Act 1993* (PSEMA), OICAC is required to report on the extent to which the public sector principles have been upheld during the financial year.

Public sector principle	Actions taken by the OICAC during the year
Administration Management Principle (PSEMA section 5B)	The OICAC developed internal policies and procedures to guide the effective, efficient and appropriate use of public resources. It provides guidance to staff through ongoing collaboration, demonstrating accountability and encouraging innovation within the workplace.
Human Resource Management Principle (PSEMA section 5C)	The OICAC values and embraces diversity, demonstrated by its current workforce 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, or the promotion or transfer of an employee, must be based solely on the person's suitability.
Equality of Employment Opportunity Principle (PSEMA section 5E)	<p>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.</p> <p>Professional and development training opportunities are offered in accordance with an approved professional development plan for each staff member.</p>
Performance and Conduct Principle (PSEMA section 5F)	<p>Prior to commencement with the OICAC, all staff must declare that they have read and understood the OICAC's conflict of interest policy. They are asked to provide a conflict of interest declaration on commencement and for any matters they are involved in that presents a conflict of interest matter.</p> <p>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. In addition to this, all OICAC employees must be sworn in by the Commissioner to ensure they understand the strict confidentiality requirements of their roles.</p>

Employment Instructions are the rules issued by the NT Commissioner for Public Employment to provide directions to agencies on human resource matters. As a relatively new office, the OICAC continues to work on establishing office-specific policies and procedures to continue to adhere to these Employment Instructions. During 2019-20, the OICAC adhered to all Employment Instructions by referencing whole-of-government policies and procedures, particularly those implemented by the Department of Corporate and Information Services (DCIS). Following the government's corporate services reform, functions such as human resources were centralised within the DCIS Enterprise Corporate Services unit.

RECORDS AND INFORMATION MANAGEMENT

The OICAC is working on improving its records management practices through creation of a records management policy and manual to ensure compliance with the *Information Act 2002*. It intends to use the NT Government-mandated information management system to manage its corporate and secretariat records. Information is exempt under section 44 of the *Information Act* if the information is obtained by OICAC in the course of or for the conduct or making of the following under the *Independent Commissioner Against Corruption Act 2017*:

- 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 or the inspector dealing with a complaint
- or the information is identifying or tending to identify a protected person.

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. Work health and safety strategies that have been employed include:

- dedicated system in place to report incidents, near misses and hazards
- regular safety inspections of office premises
- monthly reporting to the Corporate Executive Committee on work health and safety matters
- maintenance of a work health and safety risk register
- work health and safety awareness sessions for all staff and managers, including first aid and fire warden training.

One work health and safety incident was reported in 2019-20. The incident related to a minor work-related injury and was reported and rectified in a timely manner.

Staff wellbeing is a priority for the OICAC. Management supports the following activities that were offered in 2019-20 and will continue to be available to staff in 2020-21:

- mental health first aid training
- disability and cross-cultural awareness training
- flu vaccinations to staff who wish to access them
- ergonomic assessments
- access to employee assistance programs.

COVID-19 RESPONSE

Due to the COVID-19 pandemic in March 2020, the OICAC was committed to ensuring its staff and visitors operated safely, and in a way that will continue to reduce the potential spread of the virus and protect the people in the workplace. A dedicated COVID-19 Emergency Response Committee was set up and met weekly to identify health risks, start prevention measures, increase regular sanitation and cleaning, and give staff information and advice to avoid potential community transmission. Flexible work arrangements were also offered to staff, including working from home and remote access to systems where applicable. At 30 June 2020, the OICAC continued to monitor any impacts of the pandemic to its workforce and the community and will incorporate business continuity plans in its risk management procedures to respond to emerging issues.

Future priorities for Corporate Services

- complete business plans that link to the priorities of the Strategic Plan 2020-23
- establish and implement a risk management framework that addresses strategic risks
- improve the office accommodation needs of staff to support the increase in the number of full-time staff
- improve the compliance framework and internal processes to ensure legislative requirements and appropriate governance arrangements are in place
- improve the vetting and induction process to ensure suitably qualified people are recruited
- refine our High Performance Framework to attract, recruit, retain and improve the office's human resources, with a key focus on inclusion and diversity.

Financial statement overview

For the year ended 30 June 2020

The Office of the Independent Commissioner Against Corruption (OICAC) is an office established to assist the Commissioner in administering the *Independent Commissioner Against Corruption Act 2017*. During the 2019-20 financial year, OICAC achieved a net surplus of \$1.303 million, compared to \$0.927 million in 2018-19, due to the approval of additional operational funding announced in May 2020. A portion of this unspent budget will be requested to be carried over to the next financial year to be able to conduct investigations on matters that were on hand at 30 June 2020.

Total income increased by \$2.526 million, or 71% compared to last year, with total expenses also increasing by \$2.150 million, or 82%.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

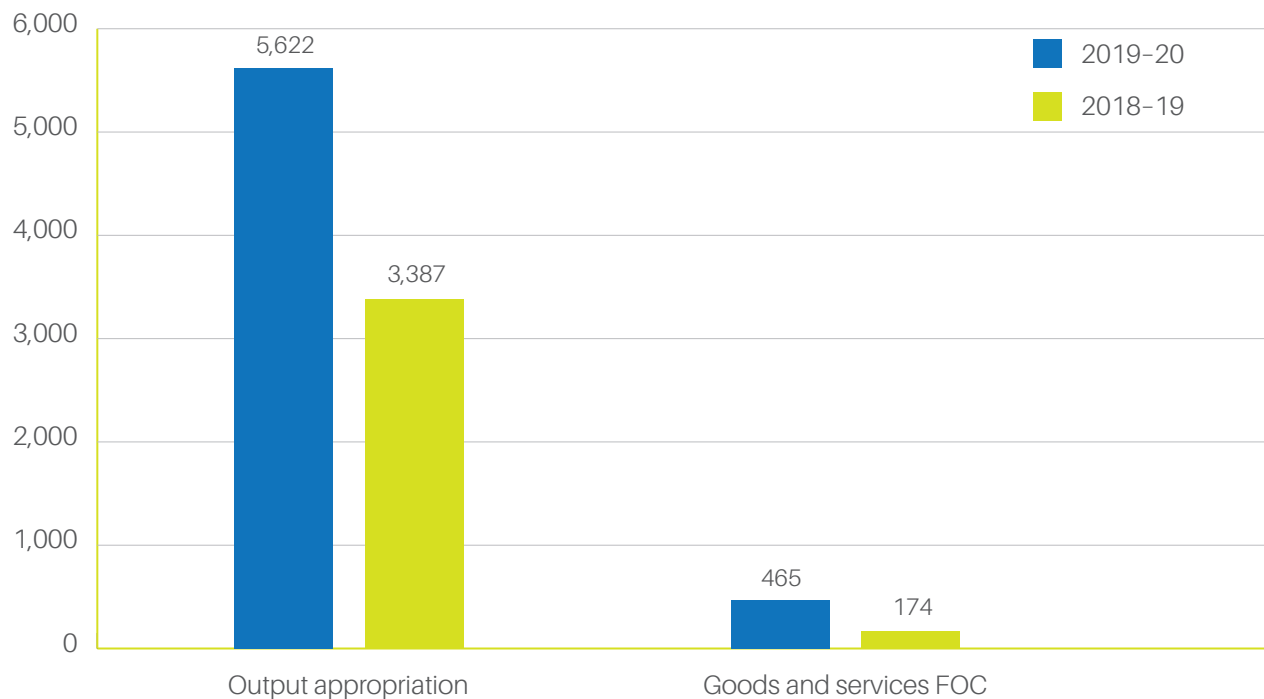
Summary of operating result

	2019-20	2019-18
	\$'000	\$'000
TOTAL INCOME	6,087	3,561
TOTAL EXPENSES	(4,784)	(2,634)
NET SURPLUS	1,303	927

Income

The OICAC's primary source of income is from output appropriation, which saw an increase to \$5.622 million in 2019-20, compared to \$3.387 million in 2018-19. Notional revenue from goods and services received free of charge (FOC) saw an increase to \$0.465 million due to the increase in leased property management costs for the new office space relocated to in November 2019.

Income comparison by year (\$'000)

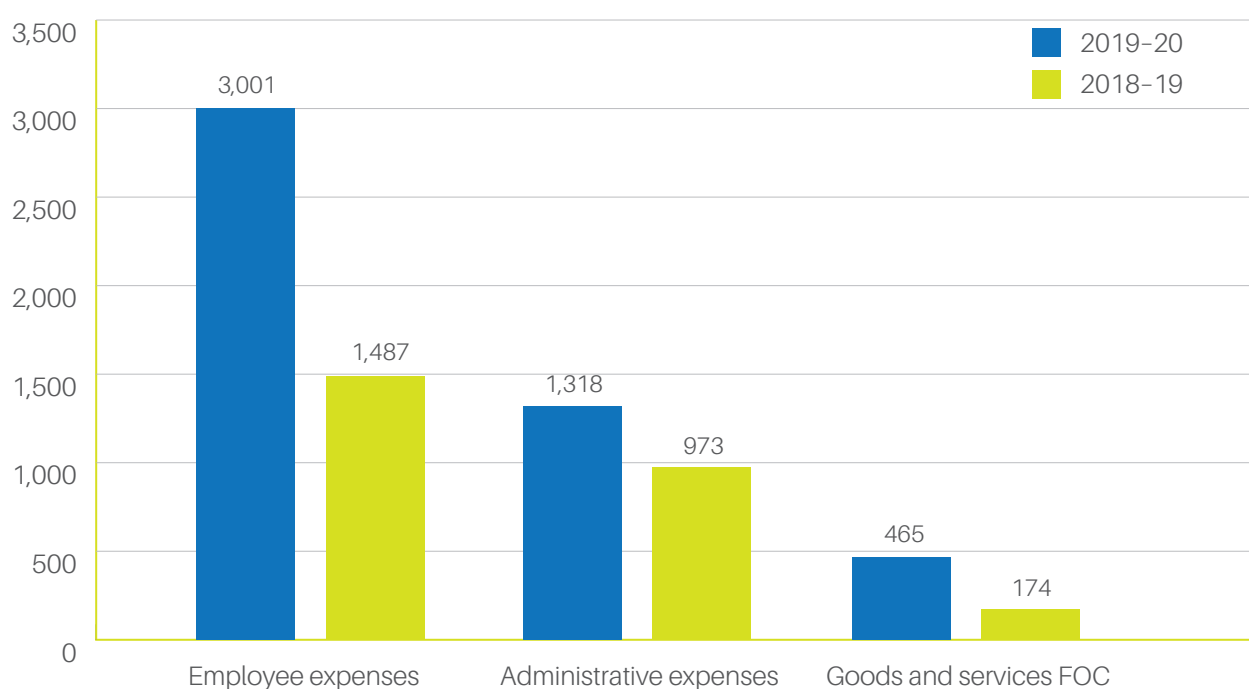


OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Expenses

As the OICAC operated for the full financial year for the first time, it had an overall increase in its total expenses by 82% to \$4.784 million in 2019-20 from \$2.634 million in 2019. The increase was primarily due to employee expenses of \$3.001 million in 2020 compared to \$1.487 million in 2019, following an increase in employee numbers (30 June 2020: 22 FTE; 30 June 2019: 12 FTE). Administrative expenses also increased to \$1.318 million compared to \$0.973 million following an increase in operational expenses attributable to consultancy and legal fees to conduct investigations and examinations.

Expenses comparison by year (\$'000)



Financial position

The OICAC had a total increase in its assets by \$3.905 million compared to last year, primarily due to the recognition of the costs associated to the office fit-out of \$2.224 million and the case management system recognised as an intangible asset of \$0.211 million as at 30 June 2020. The OICAC's total cash balance as at 30 June 2020 was \$2.608 million due to output appropriation received late in the financial year that has yet to be spent. Liabilities saw an increase by \$0.378 million due to an increase in employee provisions and payables as at 30 June 2020.

Summary of financial position

	2019-20	2019-18
	\$'000	\$'000
TOTAL ASSETS	5,068	1,162
TOTAL LIABILITIES	(614)	(235)
NET ASSETS	4,454	927

OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION

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 2020 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.



Kenneth Fleming QC

Independent Commissioner
Against Corruption

27 August 2020



Kathryn Clet

Business Manager

27 August 2020

OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION

Comprehensive operating statement

For the year ended 30 June 2020

	NOTE	2020	2019
		\$'000	\$'000
INCOME			
Appropriation			
Output	4	5,622	3,387
Goods and services received free of charge	5	465	174
TOTAL INCOME	3	6,087	3,561
EXPENSES			
Employee expenses		3,001	1,487
Administrative expenses			
Property management		32	15
Purchases of goods and services	6	1,286	958
Other administrative expenses ¹		465	174
TOTAL EXPENSES	3	4,784	2,634
NET SURPLUS		1,303	927
COMPREHENSIVE RESULT		1,303	927

¹ Includes DCIS 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.

OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION

Balance sheet

As at 30 June 2020

	NOTE	2020	2019
		\$'000	\$'000
ASSETS			
Current assets			
Cash and deposits	8	2,608	1,108
Receivables	10	25	54
TOTAL CURRENT ASSETS		2,633	1,162
Non-current assets			
Property, plant and equipment	11	2,224	-
Intangibles	13	211	-
TOTAL NON-CURRENT ASSETS		2,435	-
TOTAL ASSETS		5,068	1,162
LIABILITIES			
Current liabilities			
Payables	14	276	89
Provisions	15	338	147
TOTAL CURRENT LIABILITIES		614	236
TOTAL LIABILITIES		614	236
NET ASSETS		4,454	927
EQUITY			
Capital		2,224	-
Accumulated funds		2,230	927
TOTAL EQUITY		4,454	927

The balance sheet is to be read in conjunction with the notes to the financial statements.

OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION

Statement of changes in equity

For the year ended 30 June 2020

	NOTE	EQUITY AT 1 JULY	COMPREHENSIVE RESULT	TRANSACTIONS WITH OWNERS IN THEIR CAPACITY AS OWNERS	EQUITY AT 30 JUNE
		\$'000	\$'000	\$'000	\$'000
2019-20					
ACCUMULATED FUNDS		927	1,303	-	2,230
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		927	1,303	2,224	4,454
2018-19					
ACCUMULATED FUNDS		-	927	-	927
CAPITAL - TRANSACTIONS WITH OWNERS					
Equity injections					
Other equity injections		-	-	50	50
Equity withdrawals					
Capital withdrawal		-	-	(50)	(50)
TOTAL CAPITAL - TRANSACTIONS WITH OWNERS		-	-	-	-
TOTAL EQUITY AT END OF FINANCIAL YEAR		-	927	-	927

The statement of changes in equity is to be read in conjunction with the notes to the financial statements.

OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION

Cash flow statement

For the year ended 30 June 2020

	NOTE	2020	2019
		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Appropriation			
Output		5,622	3,387
Receipts from sales of goods and services		103	7
TOTAL OPERATING RECEIPTS		5,725	3,394
Operating payments			
Payments to employees		(2,780)	(1,327)
Payments for goods and services		(1,321)	(959)
TOTAL OPERATING PAYMENTS		(4,101)	(2,286)
NET CASH FROM OPERATING ACTIVITIES	9	1,624	1,108
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of assets		(124)	-
TOTAL INVESTING PAYMENTS		(124)	-
NET CASH USED IN INVESTING ACTIVITIES		(124)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Equity injections			
Other equity injections		-	50
TOTAL FINANCING RECEIPTS		-	50
FINANCING PAYMENTS			
Equity withdrawals		-	(50)
TOTAL FINANCING PAYMENTS		-	(50)
NET CASH FROM/(USED IN) FINANCING ACTIVITIES		-	-
Net increase in cash held		1,500	1,108
Cash at beginning of financial year		1,108	-
CASH AT END OF FINANCIAL YEAR	8	2,608	1,108

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

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

1. Objectives and funding

The Office of the Independent Commissioner Against Corruption (OICAC or 'the office') was established under the *Independent Commissioner Against Corruption Act 2017*. The objectives of the office are to prevent, detect, investigate and respond to improper conduct by public officers, bodies and those who receive government funds. The office also protects those persons who assist in its role, whilst improving public confidence that improper conduct will be detected and dealt with appropriately.

The office is predominantly funded, and therefore dependent on, the receipt of parliamentary appropriations. The financial statements encompass all funds through which the office controls resources to carry on 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 the output group.

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 office to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of office financial statements should include:

- (i) a certification of the financial statements
- (ii) a comprehensive operating statement
- (iii) a balance sheet
- (iv) a statement of changes in equity
- (v) a cash flow statement
- (vi) 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 office transactions and balances have been eliminated.

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

The form of the office 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) that are effective for the current annual reporting period have been evaluated.

Standards and interpretations effective from 2019-20

AASB 15 Revenue from contracts with a customer / AASB 1058 Income for not-for-profit entities

AASB 15 Revenue from contracts with customers (AASB 15) supersedes AASB 111 Construction contracts, AASB 118 Revenue and related interpretations and applies, with limited exceptions, to all revenue arising from contracts with customers. Under AASB 15 revenue from agreements that are enforceable, have sufficiently specific performance obligations and transfer goods or services to the customer or third party beneficiary will be recognised when or as performance obligations are satisfied. AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when assessing contracts with their customers.

AASB 1058 Income for not-for-profit entities (AASB 1058) clarifies and simplifies income recognition requirements that apply to not-for-profit entities and replaces most of the not-for-profit provisions under AASB 1004 Contributions. AASB 1058 applies to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable the entity to further its objectives, and where volunteer services are received.

The office's primary source of revenue was from output appropriation from the Central Holding Authority, and it does not have other sources of revenue, which will require a change in recognition and measurement following these new standards. There is no transitional impact as at 1 July 2019 or 30 June 2020.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

AASB 16 Leases

AASB 16 Leases (AASB 16) supersedes AASB 117 Leases and relevant interpretations and introduces significant changes to lessee accounting by removing the distinction between operating and finance leases. For lessees with operating leases, a right-of-use asset are now recognised on the balance sheet together with a lease liability at the lease commencement, for all leases except for leases with a term of less than 12 months or where the underlying assets are of low value. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged and has not had a significant impact for leases where the office is the lessor.

This new lease standard does not affect on the office's financial statements as existing leases arrangement are with other Northern Territory Government agencies and are exempt from the recognition criteria as per Treasurer's Directions.

AASB 2016-8 Amendments to Australian accounting standards – Australian implementation guidance for not-for-profit entities (AASB 9 Financial instruments)

AASB 2016-8 is effective for the first time in 2019-20 and will require non-contractual receivables arising from statutory requirements to apply the initial recognition and measurement requirements of AASB 9. The requirements of AASB 2016-8 are largely consistent with existing recognition and measurement practices of the office and are therefore not expected to have a material impact.

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

Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2019-20. Several other 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 office is a Northern Territory department established under the *Interpretation Act 1978* and Administrative Arrangements Order.

The principal place of business of the office 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). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the government's ownership interest in government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the government and managed by agencies on behalf of the government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the office's financial statements.

e) Comparatives

Where necessary, comparative information for the 2018-19 financial year has been reclassified to provide consistency with current year disclosures.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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 2019-20 as a result of management decisions. There were no changes in policies relating to COVID-19 as disclosed in note k below.

h) Accounting judgments and estimates

The preparation of the financial report requires the making of judgements and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgements 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.

Judgements 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 a 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, which 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.

j) Contributions by and distributions to government

The office may receive contributions from government where the government is acting as owner of the office. 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

The Territory Government modified its debt recovery process and postponed the payment date for a number of regulatory fees and charges to ease financial hardship faced by individuals and businesses as a result of COVID-19.

There were no decisions made by management as a result of COVID-19 that had a significant impact in the 2019-20 financial statements.

**OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION**

Notes to the financial statements | For the year ended 30 June 2020

3. Comprehensive operating statement by output group

	NOTE	OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION		CORPORATE AND GOVERNANCE		TOTAL	
		2020	2019	2020	2019	2020	2019
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Appropriation							
Output	4	5,622	3,387	-	-	5,622	3,387
Goods and services received free of charge	5	-	-	465	174	465	174
TOTAL INCOME		5,622	3,387	465	174	6,087	3,561
EXPENSES							
Employee expenses		2,781	1,328	220	159	3,001	1,487
Administrative expenses							
Purchases of goods and services	6	1,103	436	183	522	1,286	958
Property management		10	9	22	6	32	15
Other administrative expenses ¹		-	-	465	174	465	174
TOTAL EXPENSES		3,894	1,773	890	861	4,784	2,634
NET SURPLUS/(DEFICIT)		1,728	1,614	(425)	(687)	1,303	927
COMPREHENSIVE RESULT		1,728	1,614	(425)	(687)	1,303	927

¹ Includes DCIS 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. 2018-19 figures have been reclassified for consistency with 2019-20 figures.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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

			2020	2019
	\$'000	\$'000	\$'000	\$'000
	Revenue from contracts with customers	Other	Total	
Output	-	5,622	5,622	3,387
TOTAL APPROPRIATION	-	5,622	5,622	3,387

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. The treatment of output appropriations remains the same after adopting AASB 15 and AASB 1058, because they do not have sufficiently specific performance obligations.

5. Goods and services received free of charge

	2020	2019
	\$'000	\$'000
Corporate and information services	463	174
Repairs and maintenance	2	-
TOTAL GOODS AND SERVICES RECEIVED FREE OF CHARGE	465	174

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. From 1 July 2019, repairs and maintenance expenses and associated employee costs were centralised under the Department of Infrastructure, Planning and Logistics as part of a machinery-of-government change and now forms part of goods and services free of charge of the office.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

6. Purchases of goods and services

	2020	2019
	\$'000	\$'000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
GOODS AND SERVICES EXPENSES:		
Consultants ⁽¹⁾	892	663
Advertising ⁽²⁾	–	1
Marketing and promotion ⁽³⁾	5	21
Document production	13	9
Legal expenses ⁽⁴⁾	79	–
Recruitment ⁽⁵⁾	4	28
Training and study	50	35
Official duty fares	26	17
Travelling allowance	5	12
Information technology charges and communications	126	63
Other	85	109
	1,286	958

¹ Includes marketing, promotion and IT consultants.

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

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

⁴ Includes legal fees, claim and settlement costs.

⁵ Includes recruitment-related advertising costs.

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred. 2018-19 figures have been reclassified for consistency with 2019-20 figures.

Repairs and maintenance expense

From 1 July 2019, repairs and maintenance expenses were centralised under the Department of Infrastructure, Planning and Logistics (DIPL) as part of machinery of government changes. The office now recognises a notional repairs and maintenance expense under services received free of charge in Note 5.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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

The office had no write-offs, postponements, waivers, gifts or ex-gratia payments in 2019-20 and 2018-19.

8. Cash and deposits

	2020	2019
	\$'000	\$'000
Cash at bank	2,608	1,108
TOTAL CASH	2,608	1,108

For the purposes of the balance sheet and the cash flow statement, cash includes cash at bank.

9. Cash flow reconciliation

a) Reconciliation of cash

The total of office 'cash and deposits' of \$2.608 million recorded in the balance sheet is consistent with that recorded as 'cash' in the cash flow statement.

Reconciliation of net surplus to net cash from operating activities

	2020	2019
	\$'000	\$'000
NET SURPLUS	1,303	927
<i>Changes in assets and liabilities:</i>		
Decrease/increase in receivables	30	(54)
Decrease/increase in inventories	-	-
Decrease/increase in prepayments	-	-
Decrease/increase in other assets	-	-
Decrease/increase in payables	100	88
Decrease/increase in provision for employee benefits	166	128
Decrease/increase in other provisions	25	19
Decrease/increase in other liabilities	-	-
NET CASH FROM OPERATING ACTIVITIES	1,624	1,108

**OFFICE OF THE INDEPENDENT
COMMISSIONER AGAINST CORRUPTION**

Notes to the financial statements | For the year ended 30 June 2020

10. Receivables

	2020	2019
	\$'000	\$'000
CURRENT		
GST receivables	25	54
TOTAL RECEIVABLES	25	54

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 accounts and other receivables.

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

Accounts receivable and contract receivables are generally settled within 30 days and other receivables within 60 days.

11. Property, plant and equipment

a) Total property, plant and equipment

	2020	2019
	\$'000	\$'000
PLANT AND EQUIPMENT		
At fair value	2,224	-
Less: accumulated depreciation	-	-
	2,224	-
TOTAL PROPERTY, PLANT AND EQUIPMENT	2,224	-

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

2020 Property, plant and equipment reconciliations

From 1 July 2019, property, plant and equipment includes right-of-use assets under AASB 16 Leases, effective from that date. A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2019-20 is set out below:

	LAND	BUILDINGS	INFRASTRUCTURE	CONSTRUCTION (WORK IN PROGRESS)	PLANT AND EQUIPMENT	LEASED PROPERTY, PLANT AND EQUIPMENT	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount as at 1 July 2019	-	-	-	-	-	-	-
Additions					2,224		2,224
Additions of right- of-use assets	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Depreciation expense - asset owned	-	-	-	-	-	-	-
Amortisation expense - right-of-use asset	-	-	-	-	-	-	-
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 2020	-	-	-	-	2,224	-	2,224

The office did not have any property, plant and equipment in 2018-19.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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 that have 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 office 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, the Department of Infrastructure, Planning and Logistics 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 the Department of Infrastructure, Planning and Logistics and the cost of construction work in progress is recognised as an asset of that department. Once completed, capital works assets are transferred to the office.

Revaluations and impairment

Revaluation of assets

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

- infrastructure assets
- intangibles.

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 and intangible office 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 office 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 2020. No impairment adjustments were required as a result of this review.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised 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:

	2020
Plant and equipment	10 years
Intangibles	5 years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use. No depreciation or amortisation was recorded due to assets not capitalised until 30 June 2020. Depreciation and amortisation expenses will be recorded from 1 July 2020.

12. Office as a lessee

The office does not have any leases outside of inter-governmental leases such as office accommodation, vehicles and multi-function devices.

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 the Department of Corporate and Information Services (DCIS). Consequently all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCIS and not disclosed within these financial statements.

Recognition and measurement (under AASB 117 until 30 June 2019)

Leases under which the office assumes substantially all the risks and rewards of ownership of an asset are classified as finance leases. Other leases are classified as operating leases.

Finance leases are capitalised and recorded under property, plant and equipment. A lease asset and a lease liability equal to the lower of the fair value of the leased property and present value of the minimum lease payments, each determined at the inception of the lease, are recognised.

Repayments of principal reduce lease liabilities. The interest components of the lease payments are expensed. The office did not have any finance leases in 2018-19 and 2019-20.

Operating lease payments are recognised as an operating expense in the comprehensive operating statement on a straight-line basis over the lease term.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

13. Intangibles

	2020	2019
	\$'000	\$'000
CARRYING AMOUNT		
At cost	211	-
Less: accumulated amortisation	-	-
Written down value - 30 June	211	-
TOTAL INTANGIBLES	211	-

During the year, the office acquired the case management system and capitalised the cost associated as at 30 June 2020. This intangible asset will be amortised from 1 July 2020, when the asset is held ready for use and amortised using the straight-line method over its estimated useful life of five years.

Impairment of intangibles

Office intangible assets were assessed for impairment as at 30 June 2020. No impairment adjustments were required as a result of this review.

14. Payables

	2020	2019
	\$'000	\$'000
Accounts payable	88	6
Accrued expenses	188	83
TOTAL PAYABLES	276	89

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.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

15. Provisions

	2020	2019
	\$'000	\$'000
CURRENT		
Employee benefits		
Recreation leave	262	108
Leave loading	32	20
Other current provisions		
Other provisions (include payroll tax, fringe benefits tax, and employee superannuation contributions)	44	19
TOTAL PROVISIONS	338	147

The office employed 22 employees as at 30 June 2020 (12 employees as at 30 June 2019).

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 the 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 office and therefore no long service leave liability is recognised in the office 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 or liabilities being valued.

Unobservable inputs are data, assumptions and judgements not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal office adjustments to observable data to take account of particular and potentially unique characteristics/functionality of

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

assets/liabilities and assessments of physical condition and remaining useful life.

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

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

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

Level 3 – inputs are unobservable.

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 office 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	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS								
Property, plant and equipment (Note 11)	-	-	-	-	2,224	-	2,224	-
Intangibles (Note 13)	-	-	-	-	211	-	211	-
TOTAL ASSETS	-	-	-	-	2,435	-	2,435	-

There were no transfers between Level 1 and Levels 2 or 3 during 2019-20.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2019-20 are:

	LEVEL 2 TECHNIQUES	LEVEL 3 TECHNIQUES
ASSET CLASSES		
Property, plant and equipment		Cost approach
Intangibles		Cost approach

There were no changes in valuation techniques from 2018-19 to 2019-20.

c) Additional information for level 3 fair value measurements

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

	PROPERTY, PLANT AND EQUIPMENT	INTANGIBLE ASSETS
	\$'000	\$'000
2019-20		
Fair value as at 1 July 2019	-	-
Recognition of right-of-use asset on initial application of AASB 16	-	-
Adjusted fair value as at 1 July 2019	-	-
Additions	2,224	211
Disposals	-	-
Depreciation	-	-
Gains/losses recognised in net surplus/deficit	-	-
Gains/losses recognised in other comprehensive income	-	-
FAIR VALUE AS AT 30 JUNE 2020	2,224	211

(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 of 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.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

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 office 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 office 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 Territory Government's investments, loans and placements, and borrowings are predominantly managed through the Northern Territory Treasury Corporation adopting strategies to minimise the risk.

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					
	MANDATORILY AT FAIR VALUE	DESIGNATED AT FAIR VALUE	AMORTISED COST	FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME	OTHER	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019-20						
Cash and deposits	-	-	-	-	2,608	2,608
TOTAL FINANCIAL ASSETS	-	-	-	-	2,608	2,608
Payables ¹	-	-	276	-	-	276
TOTAL FINANCIAL LIABILITIES	-	-	276	-	-	276
2018-19						
Cash and deposits	-	-	-	-	1,108	1,108
TOTAL FINANCIAL ASSETS	-	-	-	-	1,108	1,108
Payables ¹	-	-	89	-	-	89
TOTAL FINANCIAL LIABILITIES	-	-	89	-	-	89

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

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

Categories of financial instruments

The office'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
- fair value through profit or loss.

Financial liabilities are classified under the following categories:

- amortised cost
- fair value through profit or loss.

These classifications are based on the office's business model for managing the 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 – other

The office's financial assets only included cash and deposits and do not fall under the above categories of financial assets.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. The office's financial liabilities categorised at amortised cost include all accounts payable.

b) Credit risk

The office 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 office'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 office 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 office 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 arise that deplete cash to levels that compromise the office's ability to meet its financial obligations.

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

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Notes to the financial statements | For the year ended 30 June 2020

2020 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	276	276	-	-	276
TOTAL FINANCIAL LIABILITIES	276	276	-	-	276

2019 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	89	89	-	-	89
TOTAL FINANCIAL LIABILITIES	89	89	-	-	89

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

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

(ii) Price risk

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

(iii) Currency risk

The office 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.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

18. Related parties

i) Related parties

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

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

ii) Key management personnel (KMP)

Key management personnel 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 General Manager.

iii) Remuneration of key management personnel

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

	2019-20	2018-19
	\$'000	\$'000
Short-term benefits	724	365
TOTAL	724	365

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

iv) Related party transactions:

Transactions with Northern Territory Government-controlled entities

The office'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 related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

2020

RELATED PARTY	REVENUE FROM RELATED PARTIES	PAYMENTS TO RELATED PARTIES	AMOUNTS OWED BY RELATED PARTIES	AMOUNTS OWED TO RELATED PARTIES
	\$'000	\$'000	\$'000	\$'000
All NT Government departments	465	735	-	-

2019

RELATED PARTY	REVENUE FROM RELATED PARTIES	PAYMENTS TO RELATED PARTIES	AMOUNTS OWED BY RELATED PARTIES	AMOUNTS OWED TO RELATED PARTIES
	\$'000	\$'000	\$'000	\$'000
All NT Government departments	174	374	-	8

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

Other related party transactions are as follows:

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

19. Contingent liabilities and contingent assets

The office had no contingent liabilities or contingent assets as at 30 June 2020 or 30 June 2019.

20. Events subsequent to balance date

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in, these financial statements.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

21. Budgetary information

COMPREHENSIVE OPERATING STATEMENT	2019-20 ACTUAL	2019-20 ORIGINAL BUDGET	VARIANCE	NOTE
	\$'000	\$'000	\$'000	
INCOME				
Appropriation				
Output	5,622	3,314	2,308	1
Goods and services received free of charge	465	309	156	2
TOTAL INCOME	6,087	3,623	2,464	
EXPENSES				
Employee expenses	3,001	2,537	464	3
Administrative expenses				
Purchases of goods and services	1,318	772	546	4
Repairs and maintenance	-	5	(5)	
Other administrative expenses	465	309	156	2
TOTAL EXPENSES	4,784	3,623	1,161	
NET SURPLUS/(DEFICIT)	1,303	-	1,303	
COMPREHENSIVE RESULT	1,303	-	1,303	

Original budget amounts correspond to those disclosed in the NTG Budget 2019-20 BP3 Agency Budget Statements (May 2019), classified on a basis that is consistent with the presentation and classification adopted in the corresponding financial statement.

Notes:

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

1. Output appropriation increased by \$2.308 million due to an approved increase in operational funding for the year of \$1.550 million and a Treasurer's Advance for the case management system of \$0.875 million.
2. Goods and services free of charge represents the increase in leased property management costs associated with the relocation of the office to Level 7, 9 Cavenagh Street, Darwin.
3. Employee expenses increased by \$0.464 million due to 10 additional FTE during the year compared to last year's 12 FTE, attributable to the increase in operations and outcomes by the office.
4. Purchases of goods and services increased by \$0.546 million primarily due to increased operations in the office and costs associated with consultancy fees for investigations and legal expenses for conducting examinations. The increase in the number of employees also contributed to the additional operational costs required to provide resources, training and development to the office's staff.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

BALANCE SHEET	2019-20 ACTUAL	2019-20 ORIGINAL BUDGET	VARIANCE	NOTE
	\$'000	\$'000	\$'000	
ASSETS				
Current assets				
Cash and deposits	2,608	-	2,607	
Receivables	25	-	25	
TOTAL CURRENT ASSETS				
Non-current assets				
Property, plant and equipment	2,224	-	2,224	
Intangibles	211	-	211	
TOTAL NON-CURRENT ASSETS	2,435	-	2,435	
TOTAL ASSETS	5,068	-	5,068	
LIABILITIES				
Current liabilities				
Payables	276	-	276	
Provisions	338	-	338	
TOTAL CURRENT LIABILITIES	614	-	614	
TOTAL LIABILITIES	614	-	614	
NET ASSETS	4,454	-	4,454	
EQUITY				
Capital	2,224	-	2,224	
Accumulated funds	2,230	-	2,230	
TOTAL EQUITY	4,454	-	4,454	

Original budget amounts correspond to those disclosed in the NTG Budget 2019-20 BP3 Agency Budget Statements (May 2019), classified on a basis that is consistent with the presentation and classification adopted in the corresponding financial statement.

Note:

The office did not have any assets or liabilities included in its original budget, and therefore actual amounts are reported above. Details of each balance sheet accounts are reported in the earlier notes of these financial statements.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

CASH FLOW STATEMENT	2019-20 ACTUAL	2019-20 ORIGINAL BUDGET	VARIANCE	NOTE
	\$'000	\$'000	\$'000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Appropriation				
Output	5,622	3,314	2,308	1
Receipts from sales of goods and services	103	-	103	2
TOTAL OPERATING RECEIPTS	5,725	3,314	2,411	
Operating payments				
Payments to employees	(2,780)	(2,537)	243	3
Payments for goods and services	(1,321)	(777)	544	4
TOTAL OPERATING PAYMENTS	(4,101)	(3,314)	787	
NET CASH FROM/(USED IN) OPERATING ACTIVITIES	1,624	-	1,624	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of assets	(124)	-	124	5
TOTAL INVESTING PAYMENTS	(124)	-	124	
NET CASH USED IN INVESTING ACTIVITIES	(124)	-	124	
Net increase in cash held	1,500	-	1,500	
Cash at beginning of financial year	1,108	-	1,108	
CASH AT END OF FINANCIAL YEAR	2,608	-	2,608	

Original budget amounts correspond to those disclosed in the NTG Budget 2019-20 BP3 Agency Budget Statements (May 2019), classified on a basis that is consistent with the presentation and classification adopted in the corresponding financial statement.

Notes:

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

1. Operating receipts increased by \$2.308 million due to approved increase in operational funding for the year of \$1.550 million and a Treasurer's Advance for the case management system of \$0.875 million.

OFFICE OF THE INDEPENDENT COMMISSIONER AGAINST CORRUPTION

Notes to the financial statements | For the year ended 30 June 2020

2. Receipts from goods and services represents GST refunds received during the year from the purchases of goods and services.
3. Payments to employees increased by \$0.243 million due to 10 additional FTE during the year compared to last year's 12 FTE, attributable to the increase in operations and outcomes by the office.
4. Payments for goods and services increased by \$0.544 million primarily due to the increase in operations in the office and costs associated with consultancy fees for investigations and legal expenses for conducting examinations. The increase in the number of employees also contributed to the additional payments required to provide resources, training and development to the office's staff.
5. Purchases of assets worth \$0.124 million was for invoices paid during the year relating to the case management system, which was recognised as an intangible asset at year end.

STRATEGIC PLAN 2020-23

OUR VISION

A prosperous corruption-free Territory.

OUR MISSION

To support and empower Territorians to prevent, detect and respond to improper conduct.

OUR AIMS

Reduce improper conduct

We will work to reduce improper conduct to achieve our vision and mission. We recognise the need for community goodwill to accomplish this goal.

Demonstrate accountability

We are accountable for our actions. We acknowledge that learning from mistakes is an important element of growth.

Strengthen confidence in OICAC and public administration

We instil public confidence in our office through our leadership, actions and results.

Build organisational capabilities and capacity

We will train and empower our people to increase our capabilities that enable us to maximise our legislative powers.

OUR AREAS OF FOCUS IN 2020-21

- Continue to safeguard the identity of protected persons (whistleblowers) and the security of information.
- Conduct comprehensive environmental analysis to determine corruption risks and hotspots.
- Refine our High Performance Framework and internal processes with a focus on maximising delivery of functional objectives.
- Ensure a fit-for-purpose agency in relation to legislative and policy reform and human capital growth.
- Implement a strategy to foster a proactive reporting culture and coordinate responses to improper conduct.
- Continue to improve access to OICAC services for all Territorians.

OUR VALUES

Our staff values underpin our organisational values that provides us with the foundation to engage with purpose, direction and achievement.



Integrity

Demonstrating honesty, impartiality and objectivity in our own ethical practices and behaviours, and in respect of all people and their rights.



Courage

Providing leadership and commitment to push boundaries, and empower all Territorians to recognise and resist improper conduct.



Accountability

Holding ourselves and others to the highest standard of evidence-based and timely decision-making, transparency and professionalism.



Collaboration

Internal – Treating each other with respect and being loyal to organisational objectives.

External – Creating and maintaining partnerships that understand, value and embrace diversity to deliver positive change.

Office of the
Independent
Commissioner
Against
Corruption NT



Office of the
Independent
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