Dear Chancellor and Chief Minister

We are pleased to present the University Council and the Northern Territory Government with the 2006/07 Annual Report for the Charles Darwin University/Northern Territory Government Partnership Agreement.

The report details the performance and key achievements for the final six months of the Partnership Agreement 2003-2006 (June – December 2006). The report also considers the early achievements and outlook under the second Partnership Agreement 2007-2012 (January – June 2007). This is in accordance with clause 1.1(d)(3) of the 2003-2006 Agreement, and clause 7.2.1 of the 2007-2012 Agreement.

We commend the report to you and the efforts of the staff from the University and Government in achieving the objectives of the Partnership Agreement.

Yours sincerely

PROFESSOR HELEN GARNETT PSM
Joint Chair, Partnership Peak Group
Vice Chancellor
Charles Darwin University

PAUL TYRRELL
Joint Chair, Partnership Peak Group
Chief Executive
Department of the Chief Minister
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ACRONYMS AND ABBREVIATIONS

AIMS.............. Australian Institute of Marine Science
ANU................. The Australian National University
ARC................ Australian Research Council
BNA................ Bioscience North Australia Facility
BTC................ Bachelor of Teaching and Learning
CDU ................ Charles Darwin University
CRC................. Cooperative Research Centre
CSIRO............. Commonwealth Scientific and Industrial Research Organisation
DBERD............. Department of Business, Economic and Regional Development (NT)
DCM................ Department of the Chief Minister (NT)
DEET................. Department of Employment, Education and Training (NT)
DEST............... Department of Education, Science and Training (Cth)
DHCS................. Department of Health and Community Services (NT)
GCE............... Graduate Certificate in Education
GSHP............... Graduate School for Health Practice
ICT ................. Information and Computer Technology
IP ..................... Intellectual Property
IT ..................... Information Technology
JCU ................ James Cook University
MBG ................. Marine Biodiversity Group
MOET ............... Ministry of Education & Training (Vietnam)
NALP................. National Accelerated Literacy Program
NAPA................. National Academy of Public Administration
NHRMC ............. National Health and Medical Research Council
NPS............... National Prescribing Service
NRETA .............. Department of Natural Resources, Environment and the Arts
NRM ................. Natural Resource Management
NTG ................ Northern Territory Government
NTPS................. Northern Territory Public Sector
WILS................. Work Integrated Learning Scholarships
INTRODUCTION

The Charles Darwin University/Northern Territory Government Partnership Agreement Annual Report for the 2006/07 financial year reporting period crosses over two Agreements, each with different objectives and outcomes. As such, the reporting of Schedule activity for this period has focused on case studies of successful initiatives and projects under the Agreement.

This Annual Report is forward-looking in that it identifies a framework of appropriate performance measurement tools under the Agreement for the 2007/08 reporting period, through the development of Key Performance Indicators that are mapped to each of the seven core outcomes of the Agreement.

The Peak Group looks forward to instituting this formal measurement framework for the second Partnership Agreement 2007-2012 in the next financial year so that Partnership successes are strategically positioned to the core outcomes that both the University and Government seek to achieve by working together.
EXECUTIVE SUMMARY

The Partnership Agreement between Charles Darwin University (CDU) and the Northern Territory Government (NTG) was signed on 1 July 2003 for an initial three-year period. Key objectives of the Agreement were to increase collaborative and mutually productive activity, increase capacity in both organisations and develop an intellectual resident capability in the Northern Territory.

The 2003-2006 Partnership Agreement was extended for six months to enable an independent review, which was completed in June 2006. A new five-year Partnership Agreement 2007-2012, informed by the Review, commenced on 1 January 2007.

The key objectives of the Partnership Agreement 2007-2012 are to achieve economic, social and cultural, and environmentally sustainable development in the Northern Territory. The second Agreement will continue the successes of the first iteration to build a world class training and tertiary education centre for Territorians that in turn provides tangible benefits to Government and the community through ongoing collaboration on mutually identified projects of significance.

In the final six months of operation of the first Agreement, and first six months of operation of the second Agreement, the Partnership continues to produce a number of concrete and tangible outcomes for the ultimate benefit of the Territory. Staff from both organisations have worked together to develop new avenues for learning, as well as research and training programs that complement and progress the Northern Territory agenda for economic, social, and environmentally sustainable development.

Significant successes achieved in 2006/07 under the Partnership Agreement include:

**Professional Development Opportunities for Territory Teachers**

The University has worked closely with the Department of Employment, Education and Training (DEET) to develop, design and deliver three new courses that provide Territory teachers with relevant and contemporary course materials and professional development opportunities that are aligned with future directions for Territory schools.

The courses are:

- Graduate Certificate in ICT;
- Teaching Schools Program as part of the Bachelor of Teaching and Learning; and
- Middle Years Postgraduate Units.

**Graduate School for Health Practice**

The Graduate School for Health Practice (GSHP) expanded its course offerings, research projects, student numbers and staff during 2006/07. GSHP staff doubled from the previous financial year, from 9 to 18, including the relocation of staff from the Disaster and Emergency Response Group, part of the National Critical Care Centre, to the School. During 2006/07, the School reaccredited the Graduate Diploma in Health, and accredited the Graduate Certificate and Masters in Nursing, the Graduate Certificate in Child and Family Health and the Graduate Diploma and
Masters in Midwifery. Approximately 80 students enrolled in Graduate School units in semester 1, 2007. The School also had 5 PhD students at the end of June 2007.

During 2006/07 the GSHP has carried out a number of outstanding initiatives and projects, including the:

- $530,000 NHMRC grant "1+1=A Healthy Start to Life". This grant investigates the factors in the year before and year after birth to see how Indigenous children's long term health can be improved; and

- $560,000 ARC Indigenous Birthing grant with income from other sources including the Department of Health and Community Services. The project will generate knowledge, health promoting-behaviours, social and institutional change and inform systems and service development and delivery to improve social, emotional and physical outcomes of antenatal care, birth and early parenting for Aboriginal families in selected sites in Darwin and remote settings.

**Sustainable Natural Resource Management in an Era of Climate Change**

In response to the global movement to understand and address climate change, and the importance of the NT’s response to climate change, the NT Government and CDU have joined forces to address challenges and opportunities arising from the climate change issue under the Sustainable Terrestrial and Aquatic Resources Schedule of the Partnership Agreement.

One of the strategies of the Schedule is to promote a greater understanding of the climate change/natural resource management nexus. A series of collaborative public seminars and workshops were conducted in 2006/07 to explore the effects of climate change on Natural Resource Management (NRM) policy and design.

**Tourism Research**

The successful alliance between the University and Tourism NT continued in 2006/07 with research programs undertaken to explore the NT tourism market and the success of tourism initiatives in the NT. These projects include:

- ‘Integrated Research Program on Backpacker Markets’ – to provide Tourism NT with a heightened understanding of the issues affecting the potential for growth in the backpacker market. The findings of this project have been used to inform both Tourism NT and industry stakeholders.

- ‘On Track four wheel drive project and the Visualising Relatively Unpredictable Movement (VRUM™) geographic information system’ is a substantial research program looking at the viability of the four wheel drive tourism market for desert Australia. The project commenced in January 2006 and will continue until June 2009. The project is under the auspices of the Desert Knowledge Cooperative Research Centre, with $25,000 contributed by Tourism NT. Of particular interest has been the development of a geographic information system to describe and simulate the patterns of movement (route selection, visitor density, frequency and direction of travel etc.) of tourists across desert Australia.
Work Integrated Learning Scholarships

A scholarship program was established in 2006 to combat skills shortages in the Territory’s public sector and provide tertiary students with valuable on-the-job training in their chosen field of study. Work Integrated Learning Scholarships (WILS) combine full time study with work experience rotations during the vacation periods.

The scholarships, which are funded by NT Government Agencies, seek to address identified skills shortages in the public sector which, as the largest employer in the Territory, is dedicated to building capacity and a stronger skills base for the benefit of all Territorians.

In 2006/2007, a total of 12 Work Integrated Learning Scholarships were offered by the Northern Territory Government to Territory students at CDU. These were offered by the Department of the Chief Minister (1), the Department of Planning and Infrastructure (4) and Northern Territory Treasury (7).

Bioscience North Australia

Work at the Bioscience North Australia (BNA) facility advanced in 2006/07 with twelve ‘fee for service’ projects carried out utilising the facility’s Genetic Analyser. BNA staff and students also produced a range of scientific publications including five to referred journals, on subjects such as ‘Phytoplasma diseases in sub-tropical and tropical Australia’ and the ‘Use of survival analysis to determine the post-incubation time-to-death of papaya due to yellow crinkle disease in Australia’. The facility has recently been awarded two major research grants, and will commence work on these projects in the 2007/08 financial year:

- identification and management of microbes associated with acid mine drainage in northern Australia 0028 ($647,630 from Australian Research Council and $45,000 from Northern Territory Research and Innovation Fund); and

- Coastal monitoring using metal resistant microbes ($703,654 from Australian Research Council and $45,000 from Northern Territory Research and Innovation Fund).

CDU Symposia Series

The CDU Symposia series continued with two successful symposia in 2006/07:

- ‘Creative Citizenship: Community, Creative Industries and the Future’, held at the Araluen Centre in Alice Springs from 27-28 September 2006; and


The Symposia series is now recognised as one of the NT’s most informative public forums on the events calendar.
1. STRUCTURE OF THE PARTNERSHIP AGREEMENT

1.1 The Peak Group

The CDU Council and NTG delegated responsibility for the operation of the Partnership Agreement to a Peak Group. Co-chaired by the Vice-Chancellor, Charles Darwin University, and the Chief Executive, Department of the Chief Minister, the Peak Group provides leadership across the full range of Partnership activities, including the development of frameworks for and schedules to the Agreement, and the appointment of schedule leaders and working parties.

In addition, the Peak Group develops strategies to maximise and build on existing capacity within CDU and NTG, and identifies future areas of development for cooperation and collaboration.

In 2006/07 the Peak Group comprised of:

- Professor Helen Garnett, Vice-Chancellor, CDU (Joint Chair);
- Paul Tyrrell, Chief Executive, Department of the Chief Minister, NTG (Joint Chair);
- Professor Charles Webb, Deputy Vice-Chancellor Teaching and Learning, CDU;
- Margaret Banks, Chief Executive, Department of Employment, Education and Training, NTG;
- Don Zoellner, Pro Vice-Chancellor Community and Access, CDU;
- Mike Burgess, Chief Executive, Department of Business, Economic and Regional Development, NTG (from July 2006 – October 2006); and
- Richard Galton, Chief Executive, Department of Business, Economic and Regional Development, NTG (from November 2006 – June 2007).

The Peak Group and Schedule teams receive secretariat support through the Office of the Vice-Chancellor, Charles Darwin University and the Policy, Coordination and Implementation Unit, Department of the Chief Minister.

1.2 Partnership Structure

The four key objectives of the Partnership 2003-2006 (ending 31 December 2006) were:

1. Growing resident capacity in the Territory;
2. Meeting Government needs;
3. Reorganising the University to better meet Territory needs; and
4. Particular projects to enable Indigenous social and economic development.

Under the second Agreement (commencing 1 January 2007), three key objectives have been identified:
1. **Economic Development**: To foster sustainable economic development and create better opportunities for all Territorians, especially in Indigenous, regional and remote communities – preparing the Northern Territory and Territorians to grasp and make the best use of their environment, location and available resources.

2. **Social and Cultural Development**: To enhance the social and cultural development of the Territory and care for all Territory communities – strategies to ensure that Territorians enjoy a high quality of life in safe, healthy and secure surroundings.

3. **Environmentally Sustainable Development**: To integrate environmentally responsible practices into policy development, program design and service delivery – meeting the Northern Territory’s current needs without compromising the availability of resources for future generations.

The Partnership’s objectives provide a framework for the parties to progress mutually identified priorities, which are implemented under Schedules to the Agreement. Specific projects are developed under each Schedule. Schedules contribute to achieving one or more of the key objectives of the Agreement. The key objectives are interlinked, as are the individual schedule objectives.

CDU and the NTG are equally represented on each Schedule, with a ‘Leader’ selected from both organisations to drive Schedules to the achievement of successful outcomes.

A complete list of Schedules for the 2003-2006 Partnership Agreement (as at 31 December 2006) is provided in Diagram 1 below.

A complete list of Schedules for the 2007-2012 Partnership Agreement (as at 30 June 2007) is provided in Diagram 2 below.
Diagram 1: Partnership Agreement 2003-2006 Structure as at 31 December 2006

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<th>Schedule Title</th>
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<td>Paul Tyrrell, Helen Garnett</td>
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<td>1.2 Health and Community Services: Building Capacity in Service Delivery in the NT</td>
<td>Lesley Barclay, Greg Rickard</td>
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<td>1.3 Strengthening Scientific Research Capacity in the NT</td>
<td>Greg Leach, David Parry</td>
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<td>1.4 Supporting the Energy and Mining Industries</td>
<td>David Malone, Steve Shanahan</td>
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<td>1.5 Supporting the Transport and Logistics Industries</td>
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<tr>
<td>1.6 Strengthening ICT Capacity and Building Business</td>
<td>Steve Shanahan, Les Hodgson</td>
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<td>1.7 Developing the Defence Support Industry</td>
<td>Steve Shanahan, Gareth James</td>
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<td><strong>Category 2: Meeting Government Needs</strong></td>
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<td>2.1 Strategic Territory Workforce Development</td>
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<td>2.2 Social and Economic Research</td>
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<td>2.3 Enhancing Teacher Capability in ICT’s</td>
<td>Brian Devlin, Claire Kilgariff</td>
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<td>2.4 Addressing Family Violence</td>
<td>Emma Williams, Allan Arnott</td>
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<td>2.5 Finding Solutions: The Charles Darwin Symposia</td>
<td>Bob Wasson, Rachael Shanahan</td>
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<td>2.6 Achieving Economic and Social Gain from Tropical Knowledge</td>
<td>Stephen Garnett, Larry Bannister</td>
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<tr>
<td>2.7 Achieving Economic and Social Gain from Desert Knowledge</td>
<td>Donna Craig, Ken Johnson</td>
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<td>2.8 Strategic Research to Inform the Development of Business, Enterprise and Tourism</td>
<td>Angela Collard, Pascal Tremblay</td>
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<td><strong>Category 3: Reorganising the University to Better Meet Territory Needs</strong></td>
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<td>3.1 Charles Darwin University</td>
<td>Paul Tyrrell, Helen Garnett</td>
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<td>3.2 Institute of Advanced Studies</td>
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<td>3.3 Building on Success: The Menzies School of Health Research.</td>
<td>Completed</td>
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<td>3.4 Improving VET Delivery in the NT</td>
<td>Adrian Stephens, Kim Jenkinson</td>
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<td>3.5 Land Grant University</td>
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<td>3.6 International Education: Increasing the NT’s International Education Profile</td>
<td>Monica Turvey, Kerry Moir</td>
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<td><strong>Category 4: Projects Enabling Indigenous Economic &amp; Social Development</strong></td>
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<td>4.1 Commercial Use of Native Species by Indigenous People</td>
<td>Peter Whitehead, Stephen Garnett</td>
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<td>4.2 The National Accelerated Literacy Program</td>
<td>Tess Lea, Ken Davies</td>
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<td>4.3 Youth Engagement: Indigenous Music Training</td>
<td>Adrian Walter</td>
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<td>4.4 Indigenous Economic Development Taskforce</td>
<td>Dennis Bree, Stephen Garnett</td>
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<tr>
<td>4.5 Graduate Certificate in Community Development</td>
<td>Completed</td>
</tr>
<tr>
<td>4.6 Indigenous Youth Leadership Development Program</td>
<td>Leon Morris, Ian Falk</td>
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Key Objectives

1. Economic Development
   - Stephen Garnett (CDU)
   - Larry Bannister (NTG)

2. Indigenous Opportunities
   - Wendy Brady (CDU)
   - Dennis Bree (NTG)

3. Learning Environment
   - Tess Lea (CDU)
   - Ken Davies (NTG)

4. Creative Industries
   - Donal Fitzpatrick (CDU)
   - Diana Leeder (NTG)

5. Australian and Global Connections
   - Claire Baxter (CDU)
   - Brian O’Gallagher (NTG)

6. Strong Regions
   - Ram Vemuri (CDU)
   - Dave Malone (NTG)

7. Healthy Communities
   - Lesley Barclay (CDU)
   - Greg Rickard, Peter Boyce (NTG)

8. Safe Communities
   - Kate Halliday (NTG)
   - Allan Arnott (CDU)

9. Good Governance
   - Ian Thynne (CDU)
   - Ken Simpson (NTG)

10. Sustainable Terrestrial and Aquatic Resources
    - Bruce Campbell (CDU)
    - Greg Leach (NTG)

11. Sustainable Marine Resources
    - Chris Austin (CDU)
    - Karen Edyvane (NTG)
2. KEY ACHIEVEMENTS 2006/2007

Key achievements under the Partnership for 2006/07 are provided below. The number of achievements highlights the range of ways in which the University and Government work together, with the ultimate outcome of creating positive benefits for the Territory. In addition to the larger projects, there were also many smaller successes, which, while not always having an immediate and measurable impact, demonstrate that together, CDU and NTG are increasingly forging new avenues to produce positive outcomes for Territorians.

Professional Development Opportunities for Territory Teachers

The Department of Employment, Education and Training has collaborated with the University to develop, design and deliver three new courses that provide Territory teachers with relevant and contemporary course materials and professional development opportunities that are in sync with the future directions for Territory schools.

Graduate Certificate in ICT

The University’s Graduate Certificate in Education - ICT Specialisation (GCE) has expanded through the School of Information Technology and School of Education with the requisite four units to complete the requirements of the course. The continuum and DEET teacher feedback (from the research conducted in 2004) has been used by Charles Darwin University when planning units to support teachers’ professional learning. DEET is funding 2 units per teacher, one from the School of Education and one from the School of IT.

Teaching Schools Program

The redesign of teacher education courses was implemented in 2007, in line with current research on effective pre-service teacher education and future workforce needs. The new degree is called the Bachelor of Teaching and Learning (BTL). Central to this model is the development of DEET Teaching Schools through a strong partnership between DEET schools, CDU and the teaching profession.

Teaching Schools play a critical role in the delivery of the new degree by scaffolding greater pre-service teacher contact with a school as a ‘real life arena’ in which they practice and then demonstrate their teaching capabilities. Eleven DEET Teaching Schools have begun the implementation phase in the NT in 2007.

Middle Years Postgraduate Units

Two postgraduate Middle Years Units have been developed, to provide formal pragmatic professional development for middle school teachers and leaders across DEET. This course is funded by DEET and has been designed to support up to 20 participants per unit. Approximately 20 students were enrolled in these units in 2007.
Graduate School for Health Practice

Established as a joint venture between CDU and the DHCS, the Graduate School for Health Practice (GSHP) aims to further develop health services, health policy and health strategies in the Northern Territory through research and the provision of high quality postgraduate programs and short courses.

The GSHP is located within CDU’s Institute of Advanced Studies. Established in September 2005 under the Partnership Agreement, the School seeks to develop and deliver high quality postgraduate programs and short courses across a number of health disciplines. Co-Directors Professor Lesley Barclay (CDU) and Mr Greg Rickard (NTG) are working with the health industry to develop strategies for health service development across all areas of the health services spectrum in the Territory and internationally.

The GSHP staff has doubled from 9 in July 2006 to 18 by June 2007. This has included a number of staff working on research projects as well as the re-location of the Disaster and Emergency Response Group, part of the National Critical Care Centre to the GSHP. The School has successfully adopted a range of staff sharing arrangements for a number of research and teaching staff, with the aim of sharing knowledge and expertise between the School and DHCS.

During 2006/07 the School reaccredited the Graduate Diploma in Health, and accredited the Graduate Certificate and Masters in Nursing, the Graduate Certificate in Child and Family Health and the Graduate Diploma and Masters in Midwifery. Approximately 80 students enrolled in Graduate School units in semester 1, 2007 with around 7 withdrawing. The School also had 5 PhD students at the end of June 2007 with a number of others enrolling later in the year.

There have been a number of outstanding projects and initiatives carried out by the Graduate School for Health Practice in 2006/07. These include:

- With $295 000 funding provided from the Department of the Chief Minister, the School conducted a transition to employment course for 19 Indonesian Students. All passed the clinical course and those that passed the English language requirements have since been registered by the Nurses and Midwives Board and have started work in the Northern Territory.
- NHMRC grant application "1+1=A Healthy Start to Life" was successful and will be funded with $530 000. This grant investigates the factors in the year before and year after birth to see how Indigenous children's long term health can be improved.
- The School was successful in obtaining a $560 000 ARC Indigenous Birthing grant with income from other sources including the Department of Health and Community Services. The project will generate knowledge, health promoting-behaviours, social and institutional change and inform systems and service development and delivery to improve social, emotional and physical outcomes of antenatal care, birth and early parenting for Aboriginal families in selected sites in Darwin and remote settings.
- A joint NTG/CDU Nurse mobility study has commenced which aims to have information on nursing staff turnover and its costs to the NT, and develop knowledge about employment of nurses
The Commonwealth DEST project ‘Indigenous Pathways to Midwifery’ commenced. This program, which received $200 000 funding, aims to develop a Transition Programme to Higher Education and Bachelor of Midwifery for Indigenous students.

**Sustainable Natural Resource Management in an Era of Climate Change.**

*In response to the global movement to understand and address climate change, and the importance of the NT’s response to climate change, the NT Government and CDU have joined forces to address challenges and opportunities arising from the climate change issue under the Sustainable Terrestrial and Aquatic Resources Schedule of the Partnership Agreement.*

Impacts of climate change are potentially wide-ranging, including sea level rises and the re-configuration of major areas of wetlands. Proliferation of invasive weeds and other serious natural resource management (NRM) issues could result if removal of animals from extensive grazing systems ever becomes necessary. Climate change also brings opportunities, as illustrated by the trading of carbon that is benefiting Indigenous fire managers. A core strategy of the Sustainable Terrestrial Resources schedule is to promote a greater understanding of the climate-NRM nexus.

A series of collaborative public seminars and workshops has been conducted in 2006/07 to explore the effects of climate change on NRM policy and design:


- ‘Climate change in the NT’ presented by Libby McAllister (Department of Natural Resources, Environment and the Arts), Menzies School of Health Research seminar series, Darwin, May 2007.


**Integrated Research Program – Backpacker Markets**

The Backpacker Markets research commenced in July 2005 and continued until December 2006. The aim of the research was to provide Tourism NT with a heightened understanding of the issues affecting the potential for growth in the market following a period of decline since the turn of the century. The research involved analysis of secondary data sources and a range of new data collections including surveys, focus groups, and in depth interviews with consumers, operators and industry observers. Research was conducted in five states and territories in Australia by Charles Darwin University and six countries in western Europe by an external market research company contracted jointly by Tourism NT and Tourism Australia.
Research findings have been delivered in a series of reports and presentations to Tourism NT management and the tourism industry generally. Tourism NT has used the key findings as a basis for its Backpacker Market Development Plan which has been updated twice since its launch in May 2006. Results of the research have been posted on the Tourism NT corporate web site for operators to access. In addition to this impact on policy and practice, the research has resulted in a refereed conference paper and invitations to publish further (which will occur at the end of the current life of the Backpacker Market Development Plan in compliance with a confidentiality agreement between the research partners). The project also hosted an international research internship, and has resulted in invitations to attend international conferences and potential new research contracts with the state tourism organisations in South Australia and Western Australia.

**On Track** four wheel drive tourism project and the VRUM™ geographic information system

A substantial research program looking at the viability of the four wheel drive tourism market for desert Australia commenced in January 2006 and will continue until June 2009. The project is under the auspices of the Desert Knowledge Cooperative Research Centre, with $25 000 contributed by Tourism NT to fund the elements of the research. Of particular interest has been the development of a geographic information system to describe and simulate the patterns of movement (route selection, visitor density, frequency and direction of travel etc.) of tourists across desert Australia. The system uses innovative modelling approaches and has been named Visualising Relatively Unpredictable Movement (VRUM™). While it has emerged from the four wheel drive tourism project in desert Australia, it is able to model movement of any visitors right across Australia. Benefits include the ability to assess the impact of initiatives (new marketing campaigns, changes in the product mix, road closures etc.), to identify ‘hotspots’ of tourism activity, and to display connections between different products and destinations.

In addition to leveraging funding from the Desert Knowledge CRC, the project has accessed skills and resources from James Cook University, Curtin University, Murdoch University, the CSIRO, Parks NT, Tourism Research Australia, Main Roads WA, the Outback Areas Community Development Trust and a range of industry and consumer groups with an interest in the four wheel drive market. The research has included surveys and interviews with travellers to discover how route selections are made and the motivations for travel. The research is being considered in the preparation of Tourism NT’s 4x4 market development plan, and to Parks NT’s interpretative services planning. The research has also laid a foundation for a new research project under the Partnership Agreement looking at road based tourism more generally. Outcomes for Charles Darwin University have included leveraged funding from the Desert Knowledge CRC, two externally funded PhD students, over ten refereed publications (conferences, journals, book chapters), and an international internship. VRUM™ is also producing potentially commercialisable IP.

The alliance between the University and Tourism NT has produced quality research that will allow industry and the NT Government to better understand the tourism market and the success of tourism initiatives in the NT, thereby contributing positively to this valuable sector of the Territory’s economy.
Work Integrated Learning Scholarships

A scholarship program was established in 2006 as a Partnership initiative to combat skills shortages in the Territory’s public sector and provide tertiary students with valuable on-the-job training in their chosen field of study.

Work Integrated Learning Scholarships (WILS) combine full time study with work experience rotations during the vacation periods. They are funded by NT Government Agencies and offer scholarship holders a contribution to the costs of their study, as well as providing them with practical workplace experience during their vacation breaks.

The scholarships seek to address identified skills shortages in the public sector which, as the largest employer in the Territory, is dedicated to building capacity and a stronger skills base for the benefit of all Territorians.

In 2006/2007, a total of 12 Work Integrated Learning Scholarships were offered by the Northern Territory Government to Territory students at CDU. These were offered by the Department of the Chief Minister (1), the Department of Planning and Infrastructure (4) and Northern Territory Treasury (7).

The WILS program will continue to be vigorously promoted under the Partnership Agreement as an ideal mechanism to both increase enrolments at the University, and build emerging talent in the NTPS.

Bioscience North Australia

Bioscience North Australia (BNA) was established in October 2005 and provides research, training and consultancy services in molecular biology, offering solutions to real problems facing primary producers, the mining industry, and other sectors of the Territory’s economy.

Highlights of achievements this year include an increase in ‘Fee for Service’ operations utilising the Genetic Analyser. BNA has had twelve projects under this banner. Also staff, students and associates continue to produce a range of scientific publications including five to refereed journals:

- Extrachromosomal DNA isolated from tomato big bud and Candidatus;
- Phytoplasma australiense photoplasma strains;
- Use of survival analysis to determine the postincubation time-to-death of papaya due to yellow crinkle disease in Australia;
- Sequence characterisation of four putative membrane associated proteins from sweet potato little leaf strain V4 phytoplasma; and
- Phytoplasma diseases in sub-tropical and tropical Australia.

A further four refereed papers have been submitted for publication.

BNA now employs two Research Associates and has six Post Graduate or Honours students. In the coming year BNA will be continuing to expand it’s ‘Fee for Service’ operations and a range of research consultancies from industry, Commonwealth and NTG Agencies.
In 2007/08 work will also commence on two projects which have been awarded to BNA.

- Identification and management of microbes associated with acid mine drainage in northern Australia ($647 630 from Australian Research Council and $45 000 from Northern Territory Research and Innovation Fund); and
- Coastal monitoring using metal resistant microbes ($703 654 from Australian Research Council and $45 000 from the Northern Territory Research and Innovation Fund).

BNA is a particularly successful initiative of the Partnership Agreement with its future direction being steered by an advisory group representing the partners: Charles Darwin University, Northern Territory Government and Australian Institute of Marine Science.

Charles Darwin Symposia Series

The CDU Symposia Series has now become recognised as one of the NT’s most informative public forums on the events calendar. Key University and Government staff involved with each Symposium Content Committee seek to raise awareness of the Symposia Series so that it becomes known as one of Australia’s top 10 public forums.

In the 2006/07 financial year, two symposia were held.

The first, ‘Creative Citizenship: Community, Creative Industries and the Future’ was held at the Araluen Centre in Alice Springs from 27-28 September 2006. The Creative Citizenship Symposium addressed four main themes: The Creative Citizen; Technology: Building and Linking Communities; Cultural Identity through the Creative Arts; and Public Policy as a Creative Catalyst.

The second symposium, ‘Securing Territorians’ Rights – Statehood and a Bill of Rights’, was held at the Casuarina Campus of Charles Darwin University on 10 May 2007. The Symposium was chaired by popular local media personality, the ABC’s Leon Compton, and explored the legal, constitutional and moral aspects of the question, ‘Should a Bill of Rights be considered for the Northern Territory as it makes its move towards statehood?’ This Symposium had the highest attendance of the Series to date.

Keynote speakers at the Symposium included Commissioner Tom Calma, who as Acting Race Discrimination Commissioner discussed the issues from an Indigenous perspective. Professor George Williams from the University of NSW spoke as a passionate advocate of a Bill of Rights. The Darwin symposium was held on the same day as the NT Research and Innovation Awards presentation dinner, which the majority of speakers attended.

As a Partnership initiative, the Symposia Series has been a successful forum in which to engage the community, academics and government alike on matters of public policy that are critical to the development of the Northern Territory.

Global Connections

In March 2007, CDU took part in a joint trade delegation to Vietnam organised by the Northern Territory Government. The delegation visited various government
departments including the Ministry of Trade, the National Academy of Public Administration (NAPA) and the Ministry of Education and Training (MOET). Participation in the delegation proved to be an important addition to the marketing strategy currently being implemented by the CDU International Office for Vietnam. Access to department heads was very good, and the organisation and translation services organised by the NT Government were valuable.

Following the delegation, CDU hosted a delegation from NAPA in late May. The visit was coordinated by Northern Territory Government’s Asian Relations and Trade Division, Department of the Chief Minister and spent five days in Darwin including a full day at CDU where they met with relevant academics to discuss possible future collaborations including a capacity building project targeting regional Vietnamese government employees. A further delegation of Northern Territory representatives including the Chief Minister and the Vice Chancellor took place in September 2007 to build on the success of this collaboration.

**Joint trade and study missions are a key strategy of the Australian and Global Connections Schedule under the Agreement with the dual aims of promoting the NT as a study, work and investment destination, and increasing international student enrolments at the University.**

**Best Practice Consulting Workshop**

A workshop on 'Best Practice Consulting for the NT Government' for CDU staff involved in developing tender responses and the provision of consultancy services was held at the Casuarina campus in April 2007. The workshop was attended by 26 staff from across the University's teaching schools, research centres, administrative and business development areas.

The session, facilitated by the Department of the Chief Minister’s Risk Management Services division provided valuable and practical tools to University staff to deliver quality consultancy services and management.

**Management Development Workshops for NT Correctional Services Staff**

A series of professional development workshops was designed and run in Darwin and Alice Springs in response to ongoing change and development in the Northern Territory Correctional Services in keeping with:

(a) ‘A Path to Good Corrections’, the report of ‘A Review of the Northern Territory Correctional Services – adult custodial operations’ (March 2004), and  
(b) the ‘Leadership Development Course’ designed and offered to staff in Correctional Services in 2005.

The workshops were:

- Workshop I: ‘Finance and financial management’;
- Workshop II: ‘Human resource services’;
- Workshop III: ‘Team building and communication’; and
- Workshop IV: ‘Responsible and accountable management’.

*The University has been successful in meeting the professional development needs of correctional services staff within the NTG.*
Cooperative Coastal and Marine Research and Training in Timor Leste

The Government of Timor Leste has recently funded a multi-agency, collaborative marine research and training program (based primarily in the NT) to assist conservation and sustainable marine resource development and management. Researchers from CDU and the NT Government’s NRETA and NT Fisheries (together with researchers from the Australian Institute of Marine Science (AIMS), James Cooke University (JCU) and the Australian National University) are training and working collaboratively with researchers from Timor Leste (Ministry of Agriculture, Forestry and Fisheries, Department of Tourism) on a total of six projects.

These projects include: mapping coastal and marine habitats (CDU-NRETA), planning Timor’s first Marine Park (NRETA), catchment hydrology (CDU-AIMS), surveying marine megafauna (AIMS), and assisting the development of marine industries, such as small-scale commercial fisheries (NT Fisheries) and coastal-marine ecotourism (NRETA-JCU).

CDU and NTG activities in Timor Leste have increased local government capacity to plan and monitor sustainable marine resource conservation and development strategies. The activities undertaken by CDU and NTG staff also build relationships with our nearest neighbour and tertiary institutions across Australia.

Coastal and Marine Resource Management - Intensive Training Course

As an education and training initiative under the Partnership Agreement, in February 2007 the Marine Biodiversity Group (MBG) coordinated the 2-week, intensive Coastal and Resource Management Unit for the School of Australian Indigenous Knowledge Systems at Charles Darwin University. A range of specialist lectures were presented on tropical marine ecosystems (physical processes, species, habitats), fisheries, aquaculture, marine pests, law, planning, policy and Indigenous sea country planning and management, from a range of NT coastal and marine experts, including NRETA, NT Fisheries, the Australian Institute of Marine Science, National Oceans Office and the Northern Land Council.

Case studies and assignments on Darwin Harbour, sea country planning, Northern Regional Marine Plan and Arafura-Timor Seas, were also included to highlight the local, regional and international models, complexities, progress and approaches to coastal and marine resource management. Significantly, students also had the opportunity to talk face to face with researchers, with visits to the Arafura Timor Research Facility, NT Museum and the Darwin Aquaculture Centre– while a full-day trip to Darwin Harbour, with managers and experts, highlighted the many complex, Indigenous, ecological, legal, planning and management issues associated with coastal and marine management in the NT.

Under the Partnership, the Territory’s training needs for coastal and marine management are being met with a particularly valuable focus on the critical role of Indigenous sea country planning in achieving successful coastal management.
3. EXTENDING THE PARTNERSHIP PHILOSOPHY

The primary aim of the Partnership Agreement is to develop the University as a thriving teaching and research institution that supports the social and economic development of the Northern Territory.

The Agreement has never intended to subsume, or “badge” every activity or relationship between the University and Government. Rather, through the Peak Group and the Schedules, new ways are sought to work together and remove any real or perceived impediments to the partnership.

Over the last four years the Peak Group has become aware of an increase in programs and activities between University and Government which have been successfully carried out without needing to be a formal part of the Partnership Agreement.

For example, in 2006, the University was successful in a consortium bid for the Power and Water Corporation’s training contract, which is valued at $18 million over six years. The appointment of Professor Ian Thynne, Chair of Governance, CDU in 2006/07 to the Department of Primary Industry, Fisheries and Mines' Strategic Leadership Team also highlights the strength of the relationship between the University and Government.

These examples demonstrate that the benefits of working together are filtering into all levels of NTG Agencies and CDU Schools with the threefold effect of encouraging positive relationships; reaping the benefits of shared efficiencies; and fostering a shared vision of each organisation’s strategic directions.

Increasingly, the expertise at CDU positions the organisation as the first point of call for Government research, training and evaluation needs. Where the expertise does not currently exist within CDU, and the University’s strategic direction is to develop such expertise, Government actively encourages CDU to form external partnerships to meet any gaps in service provision or research capacity so that the needs of Government can be met.
4. OPERATION OF THE PARTNERSHIP AGREEMENT

4.1 Communications

A good communication strategy seeks to promote information that is relevant, interesting and resonates with the intended target audience. It is also flexible and responsive to the ongoing needs of the campaign or project.

In 2006/07 the Partnership Agreement communications strategy was further refined and targeted to the shared priorities of University and Government and to reflect the objectives developed under the second Partnership Agreement 2007-2012.

Highlights of how this strategy has been implemented in 2006/07 include:

**Awareness Raising Sessions for NTG and CDU Staff**

Eleven awareness raising sessions or personalised briefings involving 74 people were held in 2006/07 for both CDU and NTG staff with a potential or existing involvement in the Partnership Agreement. Details of Partnership awareness raising sessions held in 2006/07 are provided at Table 1, Attachment 1.

In 2006/07 the awareness raising sessions have been targeted at increasing the profile and general understanding of the Partnership Agreement amongst agencies and Schools not engaged in Partnership activities, and for new staff, particularly those involved in the second Partnership Agreement. These sessions have generated significant discussion between strategic policy makers and researchers on key areas of importance to the social, economic and research-based priorities of the Territory. Discussions stemming from awareness raising activities have been critical in the development of the second Partnership Agreement, and will continue to shape the implementation of the Agreement over the next five years.

**Schedule Leaders’ Induction Sessions**

In addition to general awareness raising sessions, induction sessions were held in the last week of January and the first week of February 2007 for newly appointed Schedule Leaders.

The sessions were held in small groups of approximately six people per session, and were facilitated by the Partnership Secretariat.

The sessions were aimed at providing Schedule Leaders with information on:
- the Partnership Agreement and development of Schedules;
- roles and responsibilities of the Peak Group, Schedule Leaders, and the Secretariat; and
- operational items such as communications; procurement policy under the Agreement; and staff sharing arrangements.

Schedule Leaders used the sessions as an opportunity to discuss their ideas and concerns, receive feedback from other Schedule Leaders on how to develop their Schedule, and consolidate their understanding of both the strategic and operational aspects of the Partnership.
Partnership Agreement Newsletter

The biannual Partnership Agreement newsletter was circulated in December 2006 and July 2007. The newsletter provides stakeholders with Partnership successes and canvases topics of interest, such as research priorities, developing tenders under the Partnership Agreement and niche academic specialties at CDU.

The newsletter is distributed primarily online to an extensive list of stakeholders, including Schedule teams, senior and middle management across CDU and NTG, academic and research staff. Current and previous editions of the newsletter are available on the Partnership Agreement website: http://www.cdu.edu.au/government/newsletters.html.

Partnership Agreement Website

The Partnership Agreement website continues to be the first point of contact for many new and existing Partnership stakeholders.

The site is updated regularly with Schedule information, contact details for Schedule champions and members, policies and Partnership developments, and Partnership newsletters.

The website is also used as an operational tool for Schedule teams, as well as CDU and NTG staff more widely, in accessing Partnership policies and frameworks.

In 2006/07 the website was updated with information relating to the second Agreement.

The homepage for the revised website is shown below.
4.2 Procurement

In 2006/07 Partnership activities continued to access a Standing Certificate of Exemption from publicly inviting tenders under the NTG procurement policy. All relevant services that could be provided to the NTG by CDU under a Schedule of the Partnership Agreement could use the Certificate of Exemption. This process has provided a framework under which Partnership proposals can develop mutually agreed terms and innovative ways of working together can be realised.

The procurement guidelines and templates are available on the Partnership Agreement website: www.cdu.edu.au/government/procurementpolicy.html

Activities Accessing the Standing Certificate of Exemption

A full list of Partnership Agreement tenders accessing the Standing Certificate of Exemption for 2006/07 is provided as Table 2, Attachment 2. This table shows that in total, nine tenders accessed the Standing Certificate of Exemption in 2006/07 valued at $249,837.

This figure is a marginal decrease compared with the 2005/06 financial year, in which eleven tenders valued at $279,242 were let.

The value and number of tenders reported in the 2006/07 financial year can be attributed to the developmental stage of Schedules to the second Agreement during the first half of 2007.

It should also be noted that the National Accelerated Literacy Program, a major initiative of the Partnership Agreement, does not access the Standing Certificate of Exemption that applies to the Partnership Agreement. The NTG has awarded a separate Certificate of Exemption for this project, allowing DEET to manage, evaluate and report on progress. The value of tenders to be let under this exemption is $8,497,500 over the period 1 January 2005 – 31 December 2008.

CDU has also won competitive tenders from the NTG, including a consortium bid for the Power and Water Corporation’s training contract, which is valued at $18 million over six years.

It is anticipated that with the increased communication across the NTG of the capability of CDU, and the linking of this capability to NTG strategic priorities through the Schedules, a higher number and value of tenders let under the exemption provision should be reported in future years.

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1 The ‘Standing’ certificate of exemption refers to the provision of services provided by CDU to the NT Government under the Partnership Agreement, as set out by the NT Government Procurement Direction PR7.
4.3 Staff Sharing Framework

In recognition of the value of combining the human resources of Charles Darwin University and the Northern Territory Government, a Staff Sharing Framework was finalised under the Partnership Agreement in 2006.

The Framework provides a formalised structure for the establishment of staff-sharing arrangements which ensures a streamlined and consistent approach to their administration. Staff who undertake such arrangements provide specialist skills and develop projects that are of mutual priority to the University and the NT Government. They also provide an opportunity for the exchange of ideas and information and bring about a better understanding of their host organisations.

In 2006/07 a total of 12 staff, ranging from health, business, education and public policy disciplines, participated in a staff sharing arrangement between Charles Darwin University and the Northern Territory Government.

Details of these arrangements are provided as Table 3, Attachment 3. The table demonstrates the flexible ways in which the benefits of staff sharing can be realised, ranging from traditional secondment arrangements, to arrangements that divide the employee’s time between both organisations over a set period, to sourcing staff for Partnership projects from third party organisations.
4. FUTURE DIRECTIONS FOR THE PARTNERSHIP AGREEMENT

5.1 Review of the Partnership Agreement 2003-2006

The first Partnership Agreement was signed on 1 July 2003 for an initial three-year term. In 2005/06 a review was undertaken to provide independent advice on the effectiveness of the Partnership in achieving its objectives and to inform the development of a new Agreement. The Review Report was presented to the Peak Group in June 2006.

The Review recommended a number of changes to the Partnership Agreement’s structural framework, performance reporting and other operational arrangements. The Review recommendations intended to provide better alignment of shared strategic priorities and a better focus on the application of limited resources.

The overall recommendation of the Review was that Partnership be renewed and that improvements be made to its management and operation.


5.2 Partnership Agreement 2007-2012

The Partnership Agreement 2007-2012 was officially launched by the Chief Minister, the Hon Clare Martin MLA, and the Vice Chancellor, CDU, Professor Helen Garnett, at Parliament House in November 2006.

The second Partnership Agreement was developed in line with the Review recommendations and was informed by the Review, extensive stakeholder consultation and the strategic priorities of both parties.

The second Agreement is for a five-year term, commencing on 1 January 2007.

The key objectives of the Partnership Agreement 2007-2012 are:

1. Economic Development;
2. Social and Cultural Development; and
3. Environmentally Sustainable Development.

The success of the second Partnership Agreement will be measured in terms of its core outcomes.
The Core Outcomes of the Partnership Agreement 2007-2012 are:

5.3.1 A critical mass of University enrolments, resident teaching and research staff, and funding applications to build the capacity of CDU and enhance CDU’s role as a cultural and intellectual leader in the local and global community.

5.3.2 Courses relevant to both industry and NTG needs that, among other things, seek to address the concerns of the NT’s broad small to medium enterprise sector, recognised skill shortages and the identified needs of Indigenous communities.

5.3.3 Research and evaluation that contributes to public policy and service delivery methods relevant to the NT’s economic, social and environmental needs.

5.3.4 Structures and processes that facilitate shared communication of strategic priorities, infrastructure, staff and other resources to maximise the NT’s ability to leverage Australian Government funding and promote efficiency.

5.3.5 Research programs in niche areas that serve to maximise the NT’s natural comparative advantages, raise the University’s research profile in the national and international arena, and provide relevancy to both the NT’s industry and community needs.

5.3.6 Vocational education and training (VET) and higher education sectors that are relevant and appropriate to industry needs, seek to achieve real employment outcomes, offer a range of suitable courses, and provide seamless pathways for learning, including practical options to move between industry, secondary education, VET and higher education sectors.

5.3.7 A thriving and engaged Indigenous population that achieves success in relevant education, employment and training programs which are clearly linked to economic and social outcomes.

5.3 Measuring Outcomes under the Second Partnership Agreement

This Annual Report reports on the success of the final six months of the Partnership Agreement 2003-2006, and the first six months of operation of the second Partnership Agreement 2007-2012, each with different objectives and outcomes.

As such, the reporting of Schedule activity for this period has focused on case studies of successful initiatives and projects under the Agreement.

In response to the recommendations of the Review, subsequent reporting of the second Partnership Agreement, commencing from the 2007/08 financial year, will be undertaken through a formal measurement framework that will clearly map the success of the Agreement in terms of progress towards the achievement of the Agreements’ seven core outcomes.
Schedule Leaders will be asked to monitor and report on the success of their Schedule using key performance indicators that are linked to the core outcomes of the Agreement.

The key performance indicators for the Partnership Agreement, and their respective core outcomes, are provided in Table 4, Attachment 4.

5.4 Peak Group Strategic Directions 2007/2008

2006/07 was a year of consolidation: finalising projects under the first Agreement and establishing the Schedules under the second Agreement. Two significant events will shape the direction of the Agreement during the coming year:

- the Federal Government's intervention in Northern Territory Indigenous communities in June 2007; and


' Closing the Gap’ is the NT’s Indigenous Generational Plan and also forms the NT Government’s response to the findings of the Board of Inquiry into the Protection of Aboriginal Children from Sexual Abuse. The Plan provides a framework for closing the gap in socio-economic outcomes between Indigenous and non-Indigenous Territorians with targets set at 5, 10 and 20 years.

The vision and objectives of Closing the Gap present many opportunities for collaborative research, evaluation, workforce development and training during the development, implementation and progression of the strategies and projects to address Indigenous disadvantage in the Territory over the coming 20 years.

A key direction of the Peak Group in 2007/08 will be the mapping of Closing the Gap’s research, evaluation, workforce development and training needs against CDU’s capabilities. Government Agencies will be strongly encouraged to use CDU where it has the necessary expertise and, where there is not expertise, for partnerships to be established through CDU with external providers with the aim of building resident capacity.

CDU has been successful in being selected by the United Nations to establish a United Nations University Traditional Knowledge Centre of Excellence with funding from the UN, NT Government and various philanthropic funds, such as the Christensen Foundation and Myer Foundation. The initial work of the Centre of Excellence will focus on:

- research into the role of Traditional Knowledge in local communities adapting to climate change;
- promoting awareness about Traditional Knowledge for water management; and
- developing an information service about international policy developments in the overall field of Traditional Knowledge.

Given the importance of this type of research to the Northern Territory, CDU and the NTG will work closely on ensuring the success of the Centre.
ATTACHMENT 1: AWARENESS RAISING ACTIVITIES

The following table provides a list of awareness raising sessions presented for the 2006/07 financial year.

Table 1: Partnership Agreement Awareness Raising Sessions (July 2006 – June 2007)

<table>
<thead>
<tr>
<th>DATE</th>
<th>AGENCY/ORGANISATION</th>
<th>DIVISION/UNIT</th>
<th>VENUE</th>
<th>ATTENDEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2006</td>
<td>Northern Territory Government</td>
<td>Procurement Change Managers across NTG</td>
<td>Department of Corporate and Information Services, Centrepoint</td>
<td>28</td>
</tr>
<tr>
<td>January 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>9</td>
</tr>
<tr>
<td>January 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>6</td>
</tr>
<tr>
<td>February 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>4</td>
</tr>
<tr>
<td>February 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>7</td>
</tr>
<tr>
<td>February 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>2</td>
</tr>
<tr>
<td>February 2007</td>
<td>Northern Territory Government and Charles Darwin University</td>
<td>Schedule Leaders</td>
<td>Department of the Chief Minister</td>
<td>5</td>
</tr>
<tr>
<td>March 2007</td>
<td>Charles Darwin University</td>
<td>Business Development Unit</td>
<td>Casuarina campus</td>
<td>10</td>
</tr>
<tr>
<td>March 2007</td>
<td>Charles Darwin University</td>
<td>Head of the School of Trades</td>
<td>Casuarina campus</td>
<td>1</td>
</tr>
<tr>
<td>March 2007</td>
<td>Charles Darwin University</td>
<td>Publications Officer, Corporate Communications</td>
<td>Casuarina Campus</td>
<td>1</td>
</tr>
<tr>
<td>April 2007</td>
<td>Charles Darwin University</td>
<td>Director, Corporate Communications</td>
<td>Casuarina Campus</td>
<td>1</td>
</tr>
</tbody>
</table>

**TOTAL 11** | **74** |
ATTACHMENT 2: TENDERS ACCESSING THE STANDING CERTIFICATE OF EXEMPTION

The following table provides a list of Partnership Agreement tenders accessing the Standing Certificate of Exemption for the 2006/07 financial year.

Table 2: Partnership Agreement and use of the Standing Certificate of Exemption (July 2006 – June 2007)

<table>
<thead>
<tr>
<th>SCHEDULE</th>
<th>NTG PARTNER</th>
<th>CDU PARTNER</th>
<th>PROJECT DESCRIPTION</th>
<th>DATE AWARDED</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Environment</td>
<td>Department of Employment, Education and Training</td>
<td>School for Social and Policy Research</td>
<td>Dr. Tess Lea - Accelerated Literacy project</td>
<td>01-Jul-06</td>
<td>$9,550.00</td>
</tr>
<tr>
<td>Learning Environment</td>
<td>Department of Employment, Education and Training</td>
<td>School of Education and School for Social and Policy Research</td>
<td>Postgraduate courses on middle years schooling</td>
<td>01-Jan-07</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>Good Governance</td>
<td>Department of the Chief Minister</td>
<td>Professor Ian Thynne</td>
<td>Indigenous Disadvantage &amp; Generational Planning - Executive Workshops</td>
<td>17-Jan-07</td>
<td>$1,210.00</td>
</tr>
<tr>
<td>Good Governance</td>
<td>Department of the Chief Minister</td>
<td>Professor Ian Thynne</td>
<td>Indigenous Disadvantage &amp; Generational Planning - Executive Workshops</td>
<td>24-Jan-07</td>
<td>$605.00</td>
</tr>
<tr>
<td>Good Governance</td>
<td>Department of the Chief Minister</td>
<td>Professor Ian Thynne</td>
<td>Indigenous Housing Advisory Board Planning Workshop</td>
<td>01-Apr-07</td>
<td>$1,210.00</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Department of Business, Economic and Regional Development</td>
<td>Professor Stephen Garnett</td>
<td>Strategic approach to Federally Funded Research Programs</td>
<td>12-Jun-07</td>
<td>$34,554.00</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Tourism NT</td>
<td>School of Tourism and Hospitality</td>
<td>Tourism Innovation and Road Based Market Development</td>
<td>15-Jun-07</td>
<td>$110,000.00</td>
</tr>
<tr>
<td>Good Governance</td>
<td>NT Treasury</td>
<td>School of Law, Business and Arts</td>
<td>Review of Darwin Aquaculture Centre</td>
<td>19-Jun-07</td>
<td>$17,411.75</td>
</tr>
<tr>
<td>Healthy Communities</td>
<td>Department of Health and Community Services</td>
<td>School of Health Science</td>
<td>Patient Care Assistants in NT Hospitals - training proposal</td>
<td>21-Jun-07</td>
<td>$49,850.00</td>
</tr>
</tbody>
</table>

TOTAL $249,836.75

NB - The National Accelerated Literacy Program (NALP) does not access the Standing Certificate of Exemption under the Agreement as it holds its own Certificate of Exemption specific to this project which covers the procurement of specialist services for NALP by CDU from 2005-2008. The value of tenders to be let under this exemption is $8,497,500 from 1 January 2005 - 31 December 2008.

Contracts under $10 000 in the 2006/07 financial year did not require access to the Standing Certificate of Exemption under the NT Government Procurement Framework, but quoted the Standing Certificate of Exemption for the purposes of obtaining a single quotation.
**ATTACHMENT 3: STAFF SHARING ARRANGEMENTS**

The following table provides a list of shared staffing arrangements between Charles Darwin University and the Northern Territory Government during the 2006/07 financial year.

Table 3: Staff Sharing Arrangements between CDU and the NTG (July 2006 – June 2007)

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>NTG AGENCY</th>
<th>CDU SCHOOL/UNIT</th>
<th>OTHER SOURCE</th>
<th>PROGRAM/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee Robertson</td>
<td>Community Development Project Officer</td>
<td>Department of Employment, Education and Training</td>
<td>School for Social and Policy Research</td>
<td></td>
<td>Let’s Start Program</td>
</tr>
<tr>
<td>Kate Mullin</td>
<td>Project Officer</td>
<td>N/A</td>
<td>School for Social and Policy Research</td>
<td></td>
<td>WA Aboriginal Independent Community Schools</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>National Accelerated Literacy Program – third party involvement in Partnership</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>activity</td>
</tr>
<tr>
<td>Professor Tony</td>
<td>Research Fellow</td>
<td>NT Treasury</td>
<td>School for Social and Policy Research</td>
<td></td>
<td>20% CDU, 80% NTG</td>
</tr>
<tr>
<td>Barnes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sashi Kiran</td>
<td>Administrative Assistant</td>
<td>NT Treasury</td>
<td>School of Engineering and Logistics</td>
<td></td>
<td>Graduate Program – Finance officer</td>
</tr>
<tr>
<td>Jakki McLean</td>
<td>Project Officer</td>
<td>Department of Health and Community Services</td>
<td>School for Social and Policy Research</td>
<td></td>
<td>Let’s Start Program</td>
</tr>
<tr>
<td>Patricia Lithgow</td>
<td>Clinical Nurse Consultant (Paediatric Education)</td>
<td>Department of Health and Community Services, Clinical Services Branch</td>
<td>School of Education, Health and Science</td>
<td></td>
<td>Secondment</td>
</tr>
<tr>
<td>Beryl McEwan</td>
<td>Lecturer, Health Science</td>
<td>Department of Health and Community Services</td>
<td>School of Education, Health and Science</td>
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<tr>
<td>Dr Robyn</td>
<td>Visiting Scholar</td>
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<td>Graduate School for Health Practice</td>
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<td>Senior Research Fellow, Secondment</td>
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<td>Tania Nicholls</td>
<td>Project Officer</td>
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<td>Thomas Johnson</td>
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<td>Graduate School for Health Practice</td>
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<tr>
<td>Sue Kruske</td>
<td>Senior Lecturer, Child Health</td>
<td>Department of Health and Community Services</td>
<td>Graduate School for Health Practice</td>
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**TOTAL 12**
ATTACHMENT 4: LINKING OUTCOMES TO KEY PERFORMANCE INDICATORS

The following table maps the Core Outcomes of the Partnership Agreement 2007-2012 with corresponding Key Performance Indicators. The Key Performance Indicators will be used to measure the success of Schedules to the Agreement in the 2007/08 and subsequent financial years.

Table 4: Linking Partnership Agreement Outcomes with Key Performance Indicators

<table>
<thead>
<tr>
<th>Core Outcome</th>
<th>Evidence</th>
<th>Key Performance Indicators</th>
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| 5.3.1 A critical mass of University enrolments, resident teaching and research staff, and funding applications to build the capacity of CDU and enhance CDU’s role as a cultural and intellectual leader in the local and global community. | • Enrolments  
• Graduates  
• High quality teaching and research staff  
• Grant and tender applications  
• Grant and tender success | • An increase in University enrolments, in the higher education and VTE streams that can be attributed to activities or programs undertaken under a Schedule of the Partnership Agreement.  
• An increase in high quality resident teaching and research staff in areas relevant to the economic and social priorities of the NT that are employed under a relevant Schedule of the Partnership Agreement.  
• An increase in the number of grant and tender applications by the University to the NTG, Commonwealth and other funding bodies that are developed under a Schedule of the Agreement.  
• An increase in funding achieved through grant and tender applications by the University to the NTG, Commonwealth and other funding bodies that are developed under a Schedule of the Agreement. |
| 5.3.2 Courses relevant to both industry and NTG needs that, among other things, seek to address the concerns of the NT’s broad small to medium enterprise sector, recognised skill shortages and the identified needs of Indigenous communities. | • Courses linked with NT occupation shortage list\(^2\).  
• Transition courses between education levels.  
• Delivery location for courses | • An increase in the number of CDU courses developed under a Schedule of the Agreement that match identified industry, private sector, and NTG needs (particularly in skill shortage areas identified by DEET in the NT occupation shortage list, and in areas of Indigenous need).  
• An increase in the number of students progressing from secondary education into CDU courses, and an increase in CDU VET students progressing into higher education. The progression of these pathways is recognised as an activity under Schedule/s to the Agreement.  
• An increase in students who have employment after completion of their course (measured |

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| • Destination survey results.  
• Identified business and community needs. | by destination surveys) in work fields that are targeted as a recognised area of need by the Partnership Agreement. |
| 5.3.3 Research and evaluation that contributes to public policy and service delivery methods relevant to the NT’s economic, social and environmental needs | • Research activity.  
• Public policy is developed using a strong evidence base. | • An increase in the number of research and evaluation papers developed under a Schedule to the Agreement that contribute to understanding NTG public policy and service delivery.  
• Clear linkages demonstrated between Partnership Agreement research programs and the NT Research Priorities to strategically position collaborative research efforts to achieve maximum benefit. |
| 5.3.4 Structures and processes that facilitate shared communication of strategic priorities, infrastructure, staff and other resources to maximise the NT’s ability to leverage Australian Government funding and promote efficiency. | • Shared infrastructure framework  
• Shared staffing arrangements  
• NT Research Priorities (currently under development) | • An increase in the number of shared staff between the two organisations in positions that complement NTG, industry and private sector needs.  
• An increase in the number of infrastructure facilities that are shared by both parties to maximise efficiencies.  
• Mutually beneficial relationships are embedded in a range of processes between the NTG and the University. |
<p>| 5.3.5 Research programs in niche areas that serve to maximise | • Research has clear linkages and positive | • Increased number of published research papers in academic journals etc that emphasise the University’s niche research strengths and are developed under a Schedule to the Agreement. |</p>
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<th>Core Outcome</th>
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| the NT’s natural comparative advantages, raise the University’s research profile in the national and international arena, and provide relevancy to both the NT’s industry and community needs. | effects on industry and community needs.  
- Research publications in academic journals and other accolades for research impacts, such as NTRIB awards.  
- Research is consistent with the NT Research Priorities currently being developed by the NTRIB and DBERD. | • Clear linkages demonstrated between Partnership Agreement research programs and the NT Research Priorities to strategically position collaborative research efforts to achieve maximum benefit. |

| 5.3.6 Vocational education and training (VET) and higher education sectors that are relevant and appropriate to industry needs, seek to achieve real employment outcomes, offer a range of suitable courses, and provide seamless pathways for learning, including practical options to move between industry, secondary education, VET and higher education sectors. | • Articulated courses with flexible entry and exit points.  
• Established relationships between DEET, DBERD, CDU and industry.  
• Promotion of CDU pathways to learning and employment in relevant fora, such as open | • Development of more flexible methods of delivering courses that have been targeted as a relevant component in achieving the aims of a Schedule to the Agreement.  
• An increase in articulated programs that are mapped to industry needs and are identified as a priority program area under a Schedule to the Agreement.  
• An increase in the number of courses aimed at achieving workforce development under a Schedule to the Agreement, ranging from short courses to post graduate programs in recognised areas that require skill development. |
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<th>Key Performance Indicators</th>
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| 5.3.7 A thriving and engaged Indigenous population that achieves success in relevant education, employment and training programs which are clearly linked to economic and social outcomes. | • Indigenous student retention rates.  
• Indigenous employment retention rates.  
• Indigenous representation in the NTPS.  
• Indigenous representation in education and training programs.  
• Successful Indigenous business enterprise. | • Increased representation and retention of Indigenous graduates in the NT workforce, particularly in positions that have been identified through community skills audits as ‘matching’ community needs and are targeted as specific areas of need under a Schedule to the Agreement.  
• Increased representation of Indigenous employees in the NTPS as identified by relevant employment and training programs carried out under a Schedule to the Agreement.  
• Increased participation of Indigenous employees in the NTPS in workforce development (particularly Leadership) programs such as Kigaruk and Lookrukin as identified by relevant professional development and training programs carried out under a Schedule to the Agreement.  
• Increased representation of Indigenous students in education and training programs across the VTE and higher education sectors at CDU as identified by relevant education and training programs carried out under a Schedule to the Agreement. |