Partnership Agreement
between
Charles Darwin University
and the Northern Territory Government
2007-2012


2008 Annual Report
Dear Chancellor and Chief Minister,

We are pleased to present the Charles Darwin University Council and the Northern Territory Government with the 2008 Annual Report for the Charles Darwin University – Northern Territory Government Partnership Agreement.

The report details the performance and key achievements for the Partnership Agreement 2007–2012 for the year ending 31 December 2008, and is in accordance with clause 7.2.1 of this agreement.

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

Yours sincerely,

[Signatures]

Professor Barney Glover
Joint Chair, Partnership Peak Group
Vice-Chancellor
Charles Darwin University

Mike Burgess
Joint Chair, Partnership Peak Group
Chief Executive
Department of the Chief Minister
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1. EXECUTIVE SUMMARY

The second Partnership Agreement between Charles Darwin University (CDU) and the Northern Territory Government (NTG) was signed on 21 November 2006 for a further five years. Key objectives of the Partnership Agreement are to foster sustainable economic development, enhance the social and cultural development of the Territory and integrate environmentally responsible practices into policy development, program design and service delivery.

In its second year of operation, the Partnership Agreement produced a number of concrete and tangible outcomes. Staff from both organisations have worked together to increase collaboration and joint investment in priority areas in research, teaching and learning, and workforce development in both the higher education and vocational training sectors.

This annual report is based on a framework of appropriate performance measurement tools under the agreement for the 2008 reporting period, through the development of key performance indicators that are mapped to each of the seven core outcomes of the agreement.

Significant outcomes in 2008 include:

Chief Minister’s Awards for Excellence in the Public Sector 2008
The Department of the Chief Minister’s (DCM) sole nomination for the 2008 Chief Minister’s Awards for Excellence in the Public Sector, the CDU–NTG Partnership Agreement, was awarded as one of three finalists in the Cross Government Collaboration Category.

Partnership with the Department of Planning and Infrastructure
The year 2008 saw the development of a productive relationship between CDU and the Department of Planning and Infrastructure (DPI) with a range of training, higher education, consultancy and research activities initiated at CDU.

A number of scholarships for CDU’s engineering students were offered and a variety of courses in civil construction were developed.

Population Studies / Territory 2030 Plan
The School for Social and Policy Research (SSPR) has worked closely with the Northern Territory Treasury on the projected population growth for the Northern Territory across its regions.

CDU demographers were engaged to supply specialist research and expert advice to the Territory Growth Planning Unit, which is responsible for a Steering Committee tasked with developing the NTG’s 20-year strategic plan for the Territory.

Graduate School for Health Practice
The Graduate School for Health Practice (GSHP), established under the Partnership Agreement in 2005, continued to work closely with the NTG’s Department of Health and Families (DHF). The GSHP has a suite of current research on antenatal and
maternal care programs, which consider continuity and quality of care particularly in remote areas.

Education programs designed to build the Territory health workforce in areas of identified need have been developed.

Collaboration with the Menzies School of Research
In collaboration with DHF, the Menzies School of Health Research (Menzies) has established a Child Protection Program in the Child Health Division. A partnership has also been developed between Menzies, the Department of Justice (DoJ) and DHF in relation to research on substance abuse.

Safe Communities
CDU undertook a number of evaluations of NTG programs in relation to domestic and family violence, including the Indigenous Family Violence Offender Program, the Interventions for Children Program, the Community Patrols Program, the Safe Families Program and the *Jidan Gudbalawei* (Peace at Home) Program.

National Accelerated Literacy Project
The SSPR in partnership with the Department of Education and Training (DET) expanded the National Accelerated Literacy Project Program. The Graduate Certificate in Accelerated Literacy (AL) was delivered to graduate teachers and AL Intensive short courses offered in 2008, with future workshops planned.

As a result of this strong partnership with DET, the SSPR has an active, ongoing research program that is investigating AL in early childhood, professional development of Indigenous educators, and computer technology enabled professional development.

Transforming Indigenous Education
The education system’s work of SSPR and the newly established Early Learning and Parenting program area at Menzies combined the local knowledge base on Indigenous education with nationally and internationally renowned expertise across policy, program and research sectors.

Governance
An important aspect of the success of the Governance Schedule is the sharing of the salaries of the Chair of Governance and the Chair of Management (Human Resources) at CDU.

Various courses were developed, including Master of Public Governance and Executive Master of Public Administration with innovative Recognition of Prior Learning for Northern Territory Public Sector (NTPS) staff.

A five-day workshop on *The Machinery of Government* was designed for Indigenous staff-members of the NTPS. The success of this workshop has led to its adaptation for other NTPS staff.
United Nations University Centre
CDU was selected by the United Nations (UN) to establish a United Nations University Centre of Traditional Knowledge.

Review of Bioscience North Australia
A review of Bioscience North Australia (BNA) was conducted in 2008 to evaluate the outcomes of the initial investment in BNA. The review determined that BNA has successfully contributed to the capacity of CDU and included recommendations for the continued success of future operations. These recommendations will be considered throughout 2009.

Darwin200
The year 2009 marks the 200th anniversary of the birth of Charles Darwin. It also marks 170 years since the landing of HMS Beagle on Darwin’s coastline and 150 years since the first publication of On the Origin of Species. The Darwin200 events program was launched at Civic Park in Darwin by Hon Delia Lawrie MLA, Alderman Kerry Moir, Deputy Lord Mayor, and Professor Helen Garnett, Vice-Chancellor, CDU.
2. INTRODUCTION

The second Partnership Agreement (2007–2012) between Charles Darwin University (CDU) and the Northern Territory Government (NTG) was officially launched at Parliament House on 21 November 2006 by the then Chief Minister, Hon Clare Martin MLA, and the Vice-Chancellor, CDU, Professor Helen Garnett.

The second Partnership Agreement was developed following a review of the first Partnership Agreement and in line with the strategic priorities of both parties. The second agreement is for a five-year term, which commenced on 1 January 2007. This agreement is strategically positioned to support the core outcomes that both CDU and the NTG seek to achieve by working together.

Closing the Gap of Indigenous Disadvantage: A Generational Plan of Action was released by the NTG in August 2007. The plan provided a framework for closing the gap in socio-economic outcomes between Indigenous and non-Indigenous Territorians over 20 years. The vision and objectives of Closing the Gap have presented opportunities for collaborative research, evaluation, workforce development and training during the development, implementation and progression of the strategies and projects to address Indigenous disadvantage and have already begun to influence collaboration under the Partnership Agreement.

In 2008, the NTG announced the development of a 20-year strategic plan, Territory 2030, with a vision for the future of the NT. The final plan, due in 2009, will drive the NT's strategic priorities into the future.

During 2008, the Peak Group for the Partnership Agreement decided it was more appropriate to report annually on a calendar rather than financial year basis. As such, the reporting of schedule activity within the report does include activity from the last six months of 2007 (the first six months activity for the second Partnership Agreement was reported in the 2006–07 Annual Report).

This annual report is based on a framework of appropriate performance measurement tools under the Partnership Agreement for the 2008 reporting period, through the development of key performance indicators that are mapped to each of the seven core outcomes of the Agreement (see Section 5).
3. PARTNERSHIP AGREEMENT

3.1. 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, CDU, and the Chief Executive, DCM, the Peak Group provides leadership across the full range of partnership activities, including the development of schedules to the agreement, and the appointment of schedule leaders.

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

In 2008, the Peak Group comprised:

- Professor Helen Garnett, Vice-Chancellor, CDU (Joint Chair)
- Professor Charles Webb, Deputy Vice-Chancellor Teaching and Learning, CDU
- Don Zoellner, Pro Vice-Chancellor Community and Access, CDU
- Professor Bob Wasson, Deputy Vice-Chancellor Research, CDU
- Mike Burgess, Chief Executive, Department of the Chief Minister, NTG (Joint Chair)
- Margaret Banks, Chief Executive, Department of Education and Training, NTG (to September 2008)
- Kevin Gillan, Acting Chief Executive, Department of Education and Training, NTG (from November 2008)
- Richard Galton, Chief Executive, Department of Business, Economic and Regional Development, NTG (to May 2008)
- Dennis Bree, Chief Executive, Department of Business and Employment, NTG (from September 2008).

Both the Peak Group and schedule teams receive secretariat support through the Office of the Vice-Chancellor, CDU, and the Policy, Coordination and Implementation Unit, DCM.

3.2. Partnership Objectives

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

- **Economic Development**
  To foster sustainable economic development and create better opportunities for all Territorians, especially in Indigenous, regional and remote communities –
preparing the NT and Territorians to grasp and make the best use of their environment, location and available resources.

- **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.

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

### 3.3. Partnership Outcomes

The core outcomes of the Partnership Agreement 2007–2012 are:

- A critical mass of student 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.

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

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

- 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.

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

- 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.

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

The second CDU–NTG Partnership Agreement also recognises the need for a wider collaborative approach when addressing Territory issues and now welcomes third party involvement in the delivery of partnership outcomes.
3.4. Schedules

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 to contribute to achieving one of the key objectives of the agreement.

A complete list of schedules for the Partnership Agreement 2007–2012 is provided in Diagram 1.

An up-to-date copy of each of the schedules is maintained on the Partnership Agreement website at www.cdu.edu.au/government/schedules.html

3.5. Schedule Leaders

CDU and the NTG are equally represented on each schedule, with at least one schedule leader from each organisation. The schedule leaders are responsible for developing activity under their schedule and for achieving successful outcomes.

A complete list of schedule leaders for each schedule during 2008 is provided at Table 1.

- Economic Development
  - Indigenous Opportunities
  - Learning Environment
  - Creative Industries
  - Australian and Global Connections

- Social & Cultural:
  - Caring for Territory Communities
  - Strong Regions
  - Healthy Communities
  - Safe Communities
  - Good Governance

- Environment:
  - Achieving Environmentally Sustainable Development
  - Sustainable Terrestrial and Aquatic Resources
  - Sustainable Marine Resources

- Charles Darwin University
- Peak Group
- Northern Territory Government
Table 1: Partnership Agreement Schedule Leaders during 2008

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Schedule Leaders throughout 2008</th>
</tr>
</thead>
</table>
| Economic Development                  | Philip Bretherton, CDU  
Ian Prince, NTG                                         |
| Indigenous Opportunities              | Wendy Brady, CDU  
Paul Fitzsimons, CDU  
Dennis Bree, NTG  
Leon Morris, NTG                                          |
| Learning Environment                  | Tess Lea, CDU  
Ken Davies, NTG  
Margaret Clark, NTG                                        |
| Creative Industries                   | Donal Fizpatrick, CDU  
Bill Wade, CDU  
Lyn Allen, NTG                                             |
| Australian and Global Connections     | Claire Baxter, CDU  
Brian O’Gallagher, NTG                                    |
| Strong Regions                       | Ram Vemuri, CDU  
Dave Malone, NTG  
Lorraine Corowa, NTG                                       |
| Healthy Communities                  | Lesley Barclay, CDU  
Greg Rickard, NTG  
Peter Boyce, NTG                                            |
| Safe Communities                     | Deborah West, CDU  
Grahame Kelly, NTG  
Elizabeth Morris, NTG                                       |
| Sustainable Terrestrial and Aquatic Resources | Stephen Garnett, CDU  
Greg Leach, NTG                                               |
| Sustainable Marine Resources         | Chris Austin, CDU  
Karen Edyvane, NTG                                            |
4. KEY ACHIEVEMENTS (JULY 2007–DECEMBER 2008)

Key achievements under the Partnership Agreement for July 2007 to December 2008 are provided below. The number of achievements highlights the range of ways in which CDU and the NTG work together, with the ultimate outcome of creating positive benefits for the Territory. In addition to the larger projects, there were many smaller successes, which, while not always having an immediate and measurable impact, demonstrate that, together, CDU and the NTG are increasingly forging new avenues to produce positive outcomes for Territorians.

Chief Minister's Awards for Excellence in the Public Sector 2008

The CDU–NTG Partnership Agreement was the DCM’s sole nomination for the 2008 Chief Minister’s Awards for Excellence in the Public Sector. It was selected as one of three finalists in the Cross Government Collaboration Category. While not winning the category, recognition of the CDU–NTG Partnership as one of three finalists is a great achievement, particularly in a year when over 50 nominations were received for the awards.

Partnership with the Department of Planning and Infrastructure

The year 2008 saw the development of a productive relationship between CDU and the Department of Planning and Infrastructure (DPI) with a range of training, higher education, consultancy and research activities initiated.

Through its four-year support for a Professor of Structural Engineering and a commitment to a significant number of scholarships for CDU’s engineering students, the years ahead will see a building of local capacity in engineering, which will be an important component of the Territory’s development.

The university also began offering the Certificate IV in Civil Construction (Supervision) with 22 DPI staff members embarking on the first course. This has led to the development of the Certificate IV in Civil Construction (Design) and future plans for the development of the Diploma of Civil Construction (Supervision) and the Advanced Diploma. This collaboration has led to further partnerships with Earthworks Training and Assessment Services TAFE NSW (Riverina) for the delivery of technical units for the courses.

Population Studies/Territory 2030 Plan

The School for Social and Policy Research (SSPR) has been working closely with the NT Treasury on the projected population growth for the NT and its regions. The group has been particularly interested in the projections for Indigenous Territorians and the accuracy of these projections in relation to small and remote populations.

Following on from this research, CDU demographers will supply specialist research and expert advice to the Territory Growth Planning Unit, which is responsible for developing the NTG’s 20-year strategic plan for the Territory.
The SSPR has a strong demographic research program and this new partnership with DCM offers more opportunities to communicate research findings to key people in government and industry. SSPR demographers will work within three key areas, including population changes, housing and social inclusion.

**Graduate School for Health Practice**

The Graduate School for Health Practice (GSHP), which was established under the Partnership Agreement in 2005, works closely with the Department of Health and Families. The Partnership Agreement continues to be critical in the development and success of the GSHP. The ongoing close links between the partners have ensured GSHP programs and research remains grounded in practice and relevant to the health care professions. The school has continued to consolidate and develop postgraduate coursework programs and the research program has continued to expand, being recognised for its unique location in remote Australia, proximity to South-East Asia, and expertise.

The GSHP now has a suite of current research on antenatal and maternal care programs, which consider continuity and quality of care particularly in remote areas. Collaborative research includes implementation and evaluation of organisational changes to address stress in remote area nurses. The year 2008 also saw the funding of an evaluation of the *Strong Women, Strong Babies, Strong Culture* and community-based worker programs initiated to inform how the Maternal Child Youth Health (MCYH) Program expands and supports the community-based workforce to strengthen antenatal and postnatal care and education in the remote setting. An evolving research direction includes the self-management of chronic disease in Indigenous communities.

In collaboration with the Department of Health and Families (DHF), the GHSP developed education programs designed to build the Territory health workforce in areas of identified need. Post-graduate courses include the:

- highly successful Graduate Diploma in Midwifery
- new Graduate Diploma in Health
- revised Master of Nursing
- revised Master of Midwifery
- Graduate Diploma in Child and Family Health for nurses and Aboriginal Health Workers.

**Collaboration with the Menzies School of Health Research**

In collaboration with DHF, the Menzies School of Health Research (Menzies) has established a Child Protection Program in the Child Health Division. The aims of the program are to:
• Develop an evidence base to inform child protection and family support policies, programs and services.

• Develop a service-oriented research capacity for Indigenous child protection.

• Contribute to the development of training and education modules/tools/resources for DHF and other stakeholders in child protection and other areas.

• Contribute at a national and international level to advancing the capacity to identify and prevent child abuse and neglect.

A partnership has been developed between Menzies, the Department of Justice (DoJ) and DHF in relation to substance abuse. The aim of the partnership is to build a capacity in the NT to:

• Increase evidence to inform and evaluate DHF approaches to the control of substance abuse.

• Inform the DoJ about the effectiveness of alcohol management plans and major program and policy initiatives, including supply reduction initiatives, directed at reducing alcohol-related harm.

• Undertake research to improve policy and program outcomes relevant to substance abuse in the short and medium term.

• Enhance the understanding of aspects of substance use and misuse.

Safe Communities

The Safe Communities Schedule was included as a new schedule within the second Partnership Agreement.

To ensure the effective operation of the schedule, schedule leaders have developed a close relationship with the NTG Interdepartmental Community Safety Working Group, a government interagency group that meets regularly to progress the community safety agenda. Gambling, particularly amongst Indigenous Territorians and its effect on community safety, child abuse and neglect, has been added to the schedule.

CDU undertook an integrated evaluation of eight family violence projects, with a number of key outputs having been achieved through 2008. These include the production of a number of reports for the NTG Department of Health and Families involving the evaluation of the:

• Indigenous Family Violence Offender Program

• Interventions for Children Program

• Community Patrols Program

• Safe Families Program
• *Jidan Gudbalawei (Peace at Home) Program.*

Work commenced under the schedule to scope an evaluation of government’s public safety model with a view to bidding for research grants in 2009.

**National Accelerated Literacy Program**

The National Accelerated Literacy Program (NALP) has achieved a huge level of success in the Territory. The program was introduced to 70 schools, in both the government and non-government sectors throughout the Territory, of which over 80 per cent are in remote or very remote areas. Over 1100 teachers have had training and over 7500 students have participated in the program.

The SSPR has also transformed the program to one that has national recognition and can be implemented by third and fourth parties. It has also produced high quality published resources for teachers Australia-wide, created an under-graduate and post-graduate training program together with professional development short courses, created a web-based student history and assessment data collection system, and is preparing a series of publications to share the experiences of this major reform effort with the wider research and practice community.

The SSPR also undertakes reporting and analysis of student enrolment and attendance data in accelerated literacy schools. In partnership with DET, this has expanded to initial system-wide analysis of attendance and other performance data in NTG schools.

The Graduate Certificate in Accelerated Literacy has been offered and delivered to graduate teachers. Accelerated literacy intensive short courses were also offered in 2008, with future workshops planned.

As a result of this strong partnership with DET, the SSPR has an active, ongoing research program investigating accelerated literacy in early childhood (including the Abracadabra! project), professional development of Indigenous educators, adult literacy and information, and computer technology enabled professional development.

**Transforming Indigenous Education**

The education system’s work of SSPR and the newly established Early Learning and Parenting Program area at Menzies have combined the local knowledge base on Indigenous education with nationally and internationally renowned expertise across policy, program and research sectors.

Findings and developments from this collaborative work by Menzies and the SSPR were advantageous to the design and preparation of the activities announced by the Minister for Education in *Transforming Indigenous Education* in April 2008, and has the potential to inform government and non-government activities beyond the *Transforming Indigenous Education* initiative.
Governance

The Good Governance Schedule addresses issues of good governance in relation to the NTPS, local governments, and various not-for-profit and profit organisations involved in the provision of public services in the Territory. A cornerstone of the success of this schedule is the sharing of the salaries of the Chair of Governance and the Chair of Management (Human Resources) between NTG and CDU. The Chair of Governance works closely with staff from NTG and is highly involved with various NTG planning and corporate development initiatives.

Innovative processes for recognition of prior learning by CDU has allowed NTPS staff who have completed in-house training programs either to obtain qualifications from CDU or to receive credit points towards a qualification. For example, a Master of Leadership and Change Management was awarded to NTPS staff who completed the Leadership and Change Management Program (Office for the Commissioner for Public Employment) and Strategic Leadership Program (DET). Staff who completed the NT Treasury’s Finance Officer in Training Program were awarded 20 credit points towards the Master of Public Governance (from which it is possible to exit with a Graduate Certificate in Public Governance).

The NTG and CDU became members of the Australia New Zealand School of Government, leading to an Executive Master of Public Administration (EMPA) being accredited by CDU. The first NTPS staff to undertake the EMPA will begin their studies in 2009.

A five-day workshop entitled *The Machinery of Government* was designed for NTG Indigenous members of staff as a component of the Stepping Up Program. The success of this workshop has led to its adaptation for other staff in the NTPS. The adapted workshops will be run in 2009.

United Nations University Centre

CDU was selected by the United Nations (UN) to establish a United Nations University Centre of Traditional Knowledge (CTK).

The NTG announced an investment over a period of five years to help establish the centre. The UN also will fund the centre, and funding has been committed from various philanthropic funds such as the Christensen Foundation.

The CTK’s work initially 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.
- 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 NT and the benefit it will provide to all Territorians, especially in Indigenous, regional and remote communities, CDU and
the NTG will work closely with the CTK to ensure its success. The centre was opened on 12 December 2008.

Darwin200

The year 2009 marks the 200th anniversary of the birth of Charles Darwin. It also marks 170 years since the landing of HMS Beagle on Darwin’s coastline and 150 years since the first publication of On the Origin of Species.

These anniversaries provide a wonderful opportunity for CDU and Darwin city to be involved in the celebrations of Charles Darwin’s life and legacy. The NTG and CDU in conjunction with the Darwin City Council have taken on key roles in the organisation of events for 2009.

The Darwin200 events program was launched at Civic Park in Darwin by Hon Delia Lawrie MLA, Alderman Kerry Moir, Deputy Lord Mayor, and Professor Helen Garnett, Vice Chancellor, CDU.

Review of Bioscience North Australia

Bioscience North Australia (BNA) was established in October 2005 under the Partnership Agreement and provides research, training and consultancy services in molecular biology, offering solutions to problems facing primary producers, the mining industry, and other sectors of the Territory’s economy. A review of BNA was conducted in 2008 to evaluate the outcomes of the initial investment in BNA.

The review determined that:

- BNA funding and the availability of laboratory space were key factors in attracting a range of local, interstate and international researchers.
- The BNA facility has evolved to a core molecular facility and established scientific hub in northern Australia.
- BNA has contributed towards 16 refereed journal articles, proceedings and book chapters with nine manuscripts currently in draft form.
- BNA has a successful track record for collaboration with NTG agencies, businesses and organisations.

The review included recommendations for the continued success and future operations. These recommendations will be considered through 2009.

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 NTG agencies, seek to address identified skills shortages in the NTPS 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 2008, a total of 10 new WILS were offered by the NTG to Territory students at CDU. These were offered by DPI (3) and NT Treasury (7). However, there were also eight students continuing their studies at DCM (1), DPI (4) and the NT Treasury (3).

**Charles Darwin Symposia**

The Charles Darwin Symposia Series is recognised as one of the NT’s most informative public forums. The symposia were designed as a joint initiative between CDU, the NTG and the Australian National University (ANU). ANU ceased its involvement in 2007.

Symposia themes are chosen as issues of importance to the NT and where the discussion and outcomes have the potential to influence policy formulation by Government, resulting in social and economic benefits.

In 2008, two symposia were held.

The first symposium, *Water in the Top End: Constraints and Opportunities*, was held at CDU’s Casuarina Campus in May. It focused on the future of the use of water in the Top End by asking questions such as:

- What are the opportunities for and constraints on water use?
- Should we continue to think of the NT as a frontier with boundless possibilities?

The second symposium, *Mwarre anthurre* Art works: Communities thrive was held at the CDU’s Centralian Senior Secondary College Building, Alice Springs, in September.

The symposium addressed four main themes:

- The contribution of the arts to social cohesion – what works and why?
- Crossing boundaries – the role of the arts in schools, art centres, festivals and tourism.
- The intersection between the arts education and government policy.
- Future directions.

In September 2007, one symposium was held. The symposium, *A Skilled Workforce for Regional and Remote Australia: Keeping, attracting, training*, was held at CDU’s Centralian Senior Secondary College Building, Alice Springs.

A single, larger symposium is scheduled for September 2009 as part of the Darwin200 celebrations. The symposium, *Charles Darwin: Shaping our Science, Society and*
*Future*, will provide an opportunity to appreciate, debate, and even challenge Darwin’s findings, and brings together an impressive range of specialists from around the world.
5. LINKING OUTCOMES TO KEY PERFORMANCE INDICATORS

In response to the recommendations of the review of the first Partnership Agreement, reporting for the second Partnership Agreement is to be undertaken through a formal measurement framework that clearly maps the success of the agreement in terms of progress towards the achievement of the agreement’s seven core outcomes.

Schedule leaders monitor and report on the success of their schedule using key performance indicators that are linked to the core outcomes of the agreement. These key performance indicators will be used to measure the success of schedules to the agreement over the duration of the agreement.

The following tables map the schedule activity to the key performance indicators and corresponding core outcomes of the Partnership Agreement 2007–2012.
Table 2: Outcome 1: A critical mass of university student 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 both the local and the global community

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolments</td>
<td>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.</td>
<td>Ten new Work Integrated Learning Scholarships were awarded.</td>
</tr>
<tr>
<td>Graduates</td>
<td>An increase in the number of grant and tender applications by the university to the NTG, Australian Government and other funding bodies that are developed under a schedule of the agreement.</td>
<td>Management of the Chief Minister’s study scholarships for women transferred to CDU.</td>
</tr>
<tr>
<td>High quality teaching and research staff</td>
<td>An increase in funding achieved through grant and tender applications by the university to the NTG, the Australian Government and other funding bodies that are developed under a schedule of the agreement.</td>
<td>The number of projects accessing the Standing Certificate of Exemption has increased, whilst the value of the projects quadrupled from 2007.</td>
</tr>
<tr>
<td>Grant and tender success</td>
<td></td>
<td>The university’s international office participated in seminars in the Philippines, China and Melbourne with the Director, Business and Skilled Migration, Department of Business and Employment, jointly promoting the NT as a destination for study and migration.</td>
</tr>
<tr>
<td></td>
<td>Ten new Work Integrated Learning Scholarships were awarded.</td>
<td>A group of nurses from India completed the CDU Nursing Bridging Program, and plans for three further groups for 2009 were developed. This program followed an earlier successful pilot program for Indonesian nurses developed with the cooperation of the Department of Health and Families.</td>
</tr>
</tbody>
</table>
Table 3: Outcome 2: Courses relevant to both industry and the 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.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Courses linked with NT occupation shortage list</td>
<td>• 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 DET in the NT occupation shortage list, and in areas of Indigenous need).</td>
<td>• CDU currently offers a Graduate Certificate in Accelerated Literacy, with 10 graduates completing the course in 2008.</td>
</tr>
<tr>
<td>• Transition courses between education levels</td>
<td>• 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.</td>
<td>• Pathways are available into the Masters of Applied Linguistics and Accelerated Literacy units and can be taken as part of Masters of Education program and Bachelor of Teaching and Learning.</td>
</tr>
<tr>
<td>• Delivery location for courses</td>
<td>• An increase in students who have employment after completion of their course (measured by destination surveys) in work fields that are targeted as a recognised area of need by the Partnership Agreement.</td>
<td>• Undergraduate teaching students are exposed to accelerated literacy methodology through the unit Approaches to Literacy, which was first offered in Semester.</td>
</tr>
<tr>
<td>• Destination survey results</td>
<td>• Improvements in retention of Indigenous graduates in the NT workforce that can be attributed to activity undertaken under a schedule to the agreement.</td>
<td>• In 2008, an accelerated literacy five-day intensive course was introduced with 369 participants completing the course (280 were DET staff members).</td>
</tr>
<tr>
<td>• Identified business and community needs</td>
<td>• Reduction in workforce turnover in a workforce sector that is specified under a schedule to the agreement.</td>
<td>• Provision of an Introduction to Yolgnu languages and Culture program for new teachers in remote schools.</td>
</tr>
<tr>
<td></td>
<td>• Workforce development with increases in uptake of further education in workforce in a workforce sector that is specified under a schedule to the agreement.</td>
<td>• Treasury supported NTPS staff to undertake CDU’s Graduate Certificate in Public Governance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Staff who complete Treasury’s Finance Officer in Training (FOIT) program and have immediate FOIT-related NTG experience are awarded 20 credit points towards the 40 credit points required for the graduate certificate.</td>
</tr>
<tr>
<td>CDU's Graduate Certificate in Leadership and Strategic Management is awarded to NT Police staff who successfully complete the Police Force's in-house Leadership Development Program.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate IV in Civil Construction (Supervision) has been developed with 22 Department of Planning and Infrastructure staff members embarking on the first course. This has led to the development of the Certificate IV in Civil Construction (Design).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New health courses have been developed: Graduate Diploma in Midwifery, Graduate Diploma in Nursing, revised Master of Nursing and Master of Midwifery, Graduate Diploma in Child and Family Health for nurses and Aboriginal Health Workers and a Masters course for Nurse Practitioners.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

• Appropriate competency development programs for emerging talent to enter the NT Police and to provide professional development for Indigenous NT Police staff. These programs are developed under an appropriate schedule to the partnership agreement.
Table 4: Outcome 3: Research and evaluation that contributes to public policy and service delivery methods relevant to the NT's economic, social and environmental needs.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research activity</td>
<td>• 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.</td>
<td></td>
</tr>
<tr>
<td>• Public policy is developed using a strong evidence base</td>
<td>• Clear linkages demonstrated between Partnership Agreement research programs and the NT research priorities to strategically position collaborative research efforts in order to achieve maximum benefit.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establishment of the United Nations University Centre of Indigenous Knowledge.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reports published for the evaluations of several NTG programs, including the:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Indigenous Family Violence Offender Program, Interventions for Children Program</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Community Patrols Program</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Safe Families Program</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- <em>Jidan Gudbalawei</em> (Peace at Home) Program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Research performed on antenatal and maternal care programs, which consider continuity and quality of care particularly in remote areas.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A program of linked research and development proposals is considering the strategic management of the risks posed by weeds in northern Australia.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Advice and support provided to the development of a strategic plan for the Department of Planning and Infrastructure.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Development and design for visitor surveys to three national parks in the NT.</td>
<td></td>
</tr>
<tr>
<td>CDU • NTG Partnership Agreement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Feasibility study undertaken into the establishment and business model for a Charles Darwin Consortium for Tropical Biodiversity and Evolution.

- Research undertaken to investigate problem-solving skills development in primary schools. The study will investigate the feasibility of introducing a problem area of study into the primary school curriculum.

- Research and publication of *Attracting and Keeping Nursing Professionals in an Environment of Chronic Labour Shortage*.

- Development of population projections for the NT.

- Research undertaken on mapping Darwin's creative industries.
Table 5: Outcome 4: Structures and processes that facilitate shared communication of strategic priorities, infrastructure, staff and other resources to maximise the Northern Territory’s ability to leverage funding from the Australian Government and promote efficiency.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Shared infrastructure framework</td>
<td>• An increase in the number of shared staff between the two organisations in positions that complement NTG, industry and private sector needs.</td>
<td>• 24 staff participated in a staff sharing arrangement.</td>
</tr>
<tr>
<td>• Shared staffing arrangements</td>
<td>• An increase in the number of infrastructure facilities that are shared by both parties to maximise efficiencies.</td>
<td>• NTG and CDU share the salaries of two chairs at CDU: the Chair of Governance and Chair of Management.</td>
</tr>
<tr>
<td>• NT research priorities</td>
<td>• Mutually beneficial relationships are embedded in a range of processes between the NTG and CDU.</td>
<td>• The NT Government and CDU became members of the Australia New Zealand School of Government, leading to an Executive Master of Public Administration to be formally accredited by CDU.</td>
</tr>
</tbody>
</table>

- 24 staff participated in a staff sharing arrangement.
- NTG and CDU share the salaries of two chairs at CDU: the Chair of Governance and Chair of Management.
- The NT Government and CDU became members of the Australia New Zealand School of Government, leading to an Executive Master of Public Administration to be formally accredited by CDU.
- NTPS agencies supported seminars, workshops and the Annual Reports Awards process of the NT Division of the Institute of Public Administration Australia.
- The Chair of Governance was involved in NTG strategic planning and corporate development initiatives.
- The Chair of Governance is on the Strategic Leadership Team of DRDPIFR and the Darwin Port Corporation.
- Charles Darwin Symposia held twice a year focusing on issues of importance for the Territory.
- The university’s international office participated in a trade mission led by the Minister for Primary Industries and Fisheries. The university used the mission as an opportunity for promotion to prospective students and to explore opportunities for research collaboration.
- The Higher Education Building at the university’s Alice Springs campus was officially opened.
- The operations of BNA were reviewed, finding BNA has successfully contributed to the capacity of CDU.
- The Education NT website was completed and went live providing ready access to CDU for visitors to the NTG website.
- Associate Professor Pascal Tremblay represented CDU with the support of NTG as speaker at a BIMP-EAGA Eco Tourism conference in Indonesia.
Table 6: Outcome 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.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research has clear linkages and positive effects on industry and community needs.</td>
<td>• Increased number of published research papers in academic journals etc that emphasise CDU's niche research strengths and are developed under a schedule to the agreement.</td>
<td>• Menzies established a Child Protection Program in the Child Health Division in collaboration with DHF.</td>
</tr>
<tr>
<td>• Research publications in academic journals and other accolades for research.</td>
<td>• Clear linkages demonstrated between Partnership Agreement research programs and the NT research priorities to strategically position collaborative research efforts to achieve maximum benefit.</td>
<td>• CDU provided advice on the scope of tropical knowledge, the potential benefits of tropical knowledge to the NT economy and pathways for the NT to benefit from tropical knowledge.</td>
</tr>
<tr>
<td>• Research is consistent with the NTG research priorities.</td>
<td></td>
<td>• Partnership established between DHF, DoJ and Menzies relating to research on substance abuse.</td>
</tr>
</tbody>
</table>
Table 7: Outcome 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.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Articulated courses with flexible entry and exit points.</td>
<td>• 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.</td>
<td>• CDU and DET worked together to up-skill CDU staff in Cert IV Training and Assessment.</td>
</tr>
<tr>
<td>• Established relationships between DET, DBE, CDU and industry.</td>
<td>• 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.</td>
<td>• CDU undertook the Recognition of Prior Learning (RPL) Project to improve capacity of CDU staff to undertake RPL.</td>
</tr>
<tr>
<td>• Promotion of CDU pathways to learning and employment in relevant forums, such as open days, enrolment drives, print and web media.</td>
<td>• 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.</td>
<td>• Accredited training and assessment was provided to 40 patient care assistants employed at the Royal Darwin and Alice Springs hospitals.</td>
</tr>
</tbody>
</table>
Table 8: Outcome 7: A thriving and engaged Indigenous population that achieves success in relevant education, employment and training programs that are clearly linked to economic and social outcomes.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Key Performance Indicators</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Indigenous student retention rates</td>
<td>• 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.</td>
<td>• Designed and delivered for DHF a five-day workshop on <em>The Machinery of Government</em> as a component of the department’s Stepping Up Program for Indigenous members of staff.</td>
</tr>
<tr>
<td>• Indigenous employment retention rates</td>
<td>• Increased representation of Indigenous employees in the NTPS as identified by relevant employment and training programs carried out under a schedule to the agreement.</td>
<td>• Work was undertaken to identify opportunities to develop Indigenous tourism products in the NT.</td>
</tr>
<tr>
<td>• Indigenous representation in the NTPS</td>
<td>• 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.</td>
<td></td>
</tr>
<tr>
<td>• Indigenous representation in education and training programs</td>
<td>• Increased representation of Indigenous students in education and training programs across the VET and higher education sectors at CDU as identified by relevant education and training programs carried out under a schedule to the agreement.</td>
<td></td>
</tr>
</tbody>
</table>
6. OPERATION OF PARTNERSHIP AGREEMENT

6.1. Communications

Highlights of the Partnership Communications Strategy for 2008 include:

**Partnership Agreement Newsletter**

The last Partnership Agreement newsletter was circulated in December 2007. The newsletter was mainly distributed online to an extensive list of stakeholders, including schedule leaders, CDU and NTG officers, and academic and research staff. Previous editions of the newsletter are available on the Partnership Agreement website: [www.cdu.edu.au/government/newsletters.html](http://www.cdu.edu.au/government/newsletters.html).

In 2008, the newsletter was replaced by a news site on the Partnership Agreement website. Instead of distributing the newsletter, a ‘reminder’ email containing very brief snippets of recent news and the relevant links was sent to the mailing list every three months.

**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 leaders, policies and partnership developments. In 2008, the website was redesigned to include a news page as the home page.

The website is also used as an operational tool for schedule leaders, as well as CDU and NTG staff more widely, in accessing partnership policies and frameworks.

**Schedule Leaders’ Induction Sessions**

Induction sessions were held for newly appointed schedule leaders as the need arose.

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
- operational items such as communications, procurement policy under the agreement and staff sharing arrangements.

6.2. Procurement

In 2008, partnership activities could access a Standing Certificate of Exemption 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.

The *Procurement Policy under the Partnership Agreement* provides NTG project managers with specific guidelines for procuring services from CDU under the Partnership Agreement and a scope of works template to facilitate the development of new projects between the university and government.


A full list of Partnership Agreement procurement accessing the Standing Certificate of Exemption between July 2007 and December 2008 is provided as Appendix 1 and 2 (Tables 9 and 10). In total, 22 projects accessed the Standing Certificate of Exemption for services procured under the Partnership Agreement, valued at just over $2 million.

The number of projects accessing the Standing Certificate of Exemption continues to increase, from 12 projects in 2007 to 17 in 2009. However, the value of the contracts has approximately quadrupled in the same time frame. Nearly all government departments and two government business corporations engaged CDU for at least one project. These increases are evidence of the success of matching CDU capability to the NTG strategic priorities through the schedules.

It should also be noted that the Tropical Rivers and Coastal Knowledge (TRaCK) Program does not access the Partnership Agreement Standard Certificate of Exemption. In 2008, five TRaCK projects worth approximately $150 000 were conducted by CDU.

### 6.3. Staff Sharing Framework

In recognition of the value of combining the human resources of CDU and the NTG, 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 CDU and the NTG. They also provide an opportunity for the exchange of ideas and information and bring about a better understanding of their host organisations.

Between July 2007 and December 2008, a total of 24 staff ranging from health, business, education and public policy disciplines participated in a staff sharing arrangement between CDU and the NTG. The benefits of staff sharing can be realised in different ways, 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.

Details of the staff sharing arrangements are provided at Appendix 3, Table 11.
### APPENDIX 1: TENDERS ACCESSING THE STANDING CERTIFICATE OF EXEMPTION (2008)

Table 9: Partnership Agreement and use of the Standing Certificate of Exemption (January – December 2008)

<table>
<thead>
<tr>
<th>CDU Partner</th>
<th>NTG Partner</th>
<th>CDU School and Contact</th>
<th>Project Description</th>
<th>Date Awarded</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>DBE</td>
<td>School of Law, Business and Arts</td>
<td>Positioning Strategies and Action Plans for NT Tourism Regions</td>
<td>Jan-08</td>
<td>$72,845</td>
</tr>
<tr>
<td>Economic Development</td>
<td>DBE</td>
<td>School of Law, Business and Arts</td>
<td>Tropical Knowledge and Territory Economy</td>
<td>Feb-08</td>
<td>$40,000</td>
</tr>
<tr>
<td>Sustainable Terrestrial and Aquatic Resources</td>
<td>NRETAS</td>
<td>School of Science and Primary Industries</td>
<td>Strategic Management of Risks Posed by Weeds in Northern Australia</td>
<td>Feb-08</td>
<td>$350,000</td>
</tr>
<tr>
<td>Good Governance</td>
<td>DPC</td>
<td>School of Australian Indigenous Knowledge Systems</td>
<td>Development of Corporate Directions – Strategy 2008-2013 and a Corporate Governance Framework for the Darwin Port Corporation</td>
<td>Mar-08</td>
<td>$18,700</td>
</tr>
<tr>
<td>Economic Development</td>
<td>DBE</td>
<td>Tropical Knowledge Institute of Advanced Studies</td>
<td>Positioning the Territory in the New Innovation Era</td>
<td>Apr-08</td>
<td>$12,100</td>
</tr>
<tr>
<td>Learning Environment</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
<td>Accelerated Literacy Professional Development Course</td>
<td>May-08</td>
<td>$47,600</td>
</tr>
<tr>
<td>Healthy Communities</td>
<td>DHC</td>
<td>Graduate School for Health Practice</td>
<td>Training and Accreditation for Patient Care Assistants (PCA)</td>
<td>Jul-08</td>
<td>$353,307</td>
</tr>
<tr>
<td>Good Governance</td>
<td>DRDPIFR</td>
<td>School of Law, Business and Arts</td>
<td>Development of the Department of Regional Development, Primary Industry, Fisheries and Resources Strategic Plan</td>
<td>Oct-08</td>
<td>$8,480</td>
</tr>
<tr>
<td>Sustainable Terrestrial and Aquatic Resources</td>
<td>NRETAS</td>
<td>Institute of Advanced Studies</td>
<td>Deliver Visitor Survey Program in Partnership with PWSNT</td>
<td>Oct-08</td>
<td>$49,500</td>
</tr>
<tr>
<td>CDU Partner</td>
<td>NTG Partner</td>
<td>CDU School and Contact</td>
<td>Project Description</td>
<td>Date Awarded</td>
<td>Cost</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>--------</td>
</tr>
<tr>
<td>Good Governance</td>
<td>DHF</td>
<td>School of Australian Indigenous Knowledge Systems</td>
<td>Provide a Machinery of Government workshop for participants in the Stepping Up program</td>
<td>Oct-08</td>
<td>$22 660</td>
</tr>
<tr>
<td>Learning Environment</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
<td>Accelerated Literacy Professional Development Intensive Course</td>
<td>Nov-08</td>
<td>$45 000</td>
</tr>
<tr>
<td>Sustainable Marine Resources</td>
<td>PWC</td>
<td>School of Engineering and Information Technology</td>
<td>Hydrodynamic Modelling of Darwin Harbour for a period of 36 months</td>
<td>Nov-08</td>
<td>$240 000</td>
</tr>
<tr>
<td>Good Governance</td>
<td>DPI</td>
<td>School of Law, Business and Arts</td>
<td>Department of Planning &amp; Infrastructure – Four Year Strategic Plan Territory Strategies</td>
<td>Dec-08</td>
<td>$49 150</td>
</tr>
<tr>
<td>Economic Development</td>
<td>DCM</td>
<td>School of Law and Business</td>
<td>Provide demographic consultancy services to the Territory Growth Planning Unit (DCM) for a period of 24 months</td>
<td>Dec-08</td>
<td>$380 000</td>
</tr>
<tr>
<td>Economic Development</td>
<td>DCM</td>
<td>School of Law and Business</td>
<td>Provide demographic consultancy services to the Territory Growth Planning Unit (DCM)</td>
<td>Dec-08</td>
<td>$34 924</td>
</tr>
<tr>
<td>Learning Environment</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
<td>Early Childhood Services Audit for the Northern Territory</td>
<td>Dec-08</td>
<td>$200 000</td>
</tr>
</tbody>
</table>

Total $1 945 866


**APPENDIX 2: TENDERS ACCESSING THE STANDING CERTIFICATE OF EXEMPTION (2007)**

Table 10: Partnership Agreement and use of the Standing Certificate of Exemption (July – December 2007)

<table>
<thead>
<tr>
<th>CDU Partner</th>
<th>NTG Partner</th>
<th>CDU School and Contact</th>
<th>Project Description</th>
<th>Date Awarded</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Communities</td>
<td>DHF</td>
<td>School of Health Sciences</td>
<td>Evaluation of Indigenous Family Violence Partnership Program Projects</td>
<td>Jul-07</td>
<td>$170 977</td>
</tr>
<tr>
<td>Economic Development</td>
<td>DPI</td>
<td>School of Law, Business and Arts</td>
<td>Provision of expert advice to the Department of Planning and Infrastructure on economic policy issues affecting the NT.</td>
<td>Sept-07</td>
<td>$10 000</td>
</tr>
<tr>
<td>Strong Regions</td>
<td>DBE</td>
<td>School of Law, Business and Arts</td>
<td>Alice Springs Economy Profile</td>
<td>Nov-07</td>
<td>$34 410</td>
</tr>
</tbody>
</table>

**Total**                                  **$238 745**
### APPENDIX 3: STAFF SHARING ARRANGEMENTS

Table 11: Staff Sharing Arrangements between CDU and the NTG

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>NTG Agency</th>
<th>CDU School/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Ford</td>
<td>Senior Lecturer</td>
<td>DRDPiFR</td>
<td>Australian Indigenous Knowledge Systems</td>
</tr>
<tr>
<td>Diane Browne</td>
<td>Professor Nursing</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Patricia Lithgow</td>
<td>Nurse Consultant</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Beryl McEwan</td>
<td>Lecturer</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Robyn Hewitson</td>
<td>Lecturer</td>
<td>DET</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Robin Cross</td>
<td>Senior Lecturer</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Jane Harris</td>
<td>Lecturer Nursing</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Claire Kilgarif</td>
<td>Lecturer</td>
<td>DET</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Sue Kildea</td>
<td>Associate Professor</td>
<td>DHF</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Sandra Smiles</td>
<td>Associate Professor</td>
<td>NRETAS</td>
<td>Faculty of Education, Health and Science</td>
</tr>
<tr>
<td>Jakki McLean</td>
<td>Project Officer</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>Tanya Nicholls</td>
<td>Project Officer</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>Professor Antony Barnes</td>
<td>Research Fellow</td>
<td>NT Treasury</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>Michelle McColm</td>
<td>Project Manager</td>
<td>DET</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>Nick McTurk</td>
<td>Demographer</td>
<td>DCM</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>Robyn Thomson</td>
<td>Visiting Scholar</td>
<td>DCM</td>
<td>Graduate School for Health Practice</td>
</tr>
<tr>
<td>Sue Kruske</td>
<td>Senior Lecturer</td>
<td>DHF</td>
<td>Graduate School for Health Practice</td>
</tr>
<tr>
<td>Sashi Kiran</td>
<td>Admin Assistant</td>
<td>NT Treasury</td>
<td>Technology - Engineering</td>
</tr>
<tr>
<td>Thomas Johnson</td>
<td>Policy Officer</td>
<td>DCM</td>
<td>Office of the Vice-Chancellor</td>
</tr>
<tr>
<td>Paul Fitzsimons</td>
<td>Director</td>
<td>DET</td>
<td>Community &amp; Access</td>
</tr>
<tr>
<td>Geoffrey Aitken</td>
<td>VET Lecturer</td>
<td>DET</td>
<td>Language and Literacy Industry Division</td>
</tr>
<tr>
<td>Rolf Gerritsen</td>
<td>Research Leader</td>
<td>DCM</td>
<td>CRC Tropical Savannas</td>
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<tr>
<td>Keith Boakes</td>
<td>Business Manager</td>
<td>NRETAS</td>
<td>CRC Tropical Savannas</td>
</tr>
<tr>
<td>Samara Erlandson</td>
<td>Project Officer</td>
<td>NRETAS</td>
<td>CRC Tropical Savannas</td>
</tr>
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</table>
**APPENDIX 4: ACRONYMS AND ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AL</td>
<td>Accelerated Literacy</td>
</tr>
<tr>
<td>ANU</td>
<td>Australian National University</td>
</tr>
<tr>
<td>BNA</td>
<td>Bioscience North Australia</td>
</tr>
<tr>
<td>CDU</td>
<td>Charles Darwin University</td>
</tr>
<tr>
<td>DCM</td>
<td>Department of the Chief Minister (NT)</td>
</tr>
<tr>
<td>DBE</td>
<td>Department of Business and Employment (NT)</td>
</tr>
<tr>
<td>DET</td>
<td>Department of Education and Training (NT)</td>
</tr>
<tr>
<td>DHF</td>
<td>Department of Health and Families (NT)</td>
</tr>
<tr>
<td>DoJ</td>
<td>Department of Justice (NT)</td>
</tr>
<tr>
<td>DPC</td>
<td>Darwin Port Corporation</td>
</tr>
<tr>
<td>DPI</td>
<td>Department of Planning and Infrastructure (NT)</td>
</tr>
<tr>
<td>DRDPIFR</td>
<td>Department of Regional Development, Primary Industry, Fisheries and Resources (NT)</td>
</tr>
<tr>
<td>EMPA</td>
<td>Executive Master of Public Administration</td>
</tr>
<tr>
<td>FOIT</td>
<td>Finance Officer in Training</td>
</tr>
<tr>
<td>GSHP</td>
<td>Graduate School for Health Practice</td>
</tr>
<tr>
<td>Menzies</td>
<td>Menzies School of Health Research</td>
</tr>
<tr>
<td>NALP</td>
<td>National Accelerated Literacy Program</td>
</tr>
<tr>
<td>NRETAS</td>
<td>Department of Natural Resources, Environment, the Arts and Sport (NT)</td>
</tr>
<tr>
<td>NT</td>
<td>Northern Territory</td>
</tr>
<tr>
<td>NTG</td>
<td>Northern Territory Government</td>
</tr>
<tr>
<td>NTPS</td>
<td>Northern Territory Public Sector</td>
</tr>
<tr>
<td>PWC</td>
<td>Power and Water Corporation</td>
</tr>
<tr>
<td>RPL</td>
<td>Recognised Prior Learning</td>
</tr>
<tr>
<td>SSPR</td>
<td>School for Social and Policy Research</td>
</tr>
<tr>
<td>TRaCK</td>
<td>Tropical Rivers and Coastal Knowledge</td>
</tr>
<tr>
<td>VET</td>
<td>Vocational Education and Training</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>WILS</td>
<td>Work Integrated Learning Scholarships</td>
</tr>
</tbody>
</table>

Note: During 2008, various NTG departments were reorganised and underwent a name change. This document only uses the new departmental names.
Partnership Agreement
between
Charles Darwin University
and the Northern Territory Government
2007-2012


2008 Annual Report