



# THE TERRITORY'S ECONOMIC RECONSTRUCTION

## PROGRESS REPORT 1



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# FROM THE CHIEF MINISTER



**Michael Gunner**  
Chief Minister of the  
Northern Territory

The strategy is simple. With hard work and a sense of urgency, by doing business differently, by pushing hard every day, we will lift the Territory to a \$40 billion economy by 2030.

The ascent has begun. We have seen urgency with which the Territory Economic Reconstruction Commission responded to its mission, bringing out both an interim and final report within six months.

My government received the final report on the last day of November 2020 and accepted all its recommendations the following day. That moment marked our arrival at base camp and the true beginning of our journey to 2030. There are no shortcuts on the way to our target, only better ways to make the climb.

In order to maintain the urgency, Team Territory – made up of local leaders from business and cultural disciplines – has been assigned to make sure that we stay on the trail. I thank them for their work and welcome the first Progress Report, which confirms to me that there is a strong feeling of momentum in our community.

The Northern Territory Public Service has also developed a strong understanding of the need to make the Territory the easiest place in the nation to do business. COVID-19 challenged our public servants to adapt and respond to multiple stimulus measures announced by my government. They passed that test and new challenges lie ahead.

Now, we are building on the reputation we have earned through our handling of the pandemic to bring new investment and more major projects to the Territory.

The first Progress Report shows us that we are in a good place to do that.

We are seen as a secure, stable and sensible place to do business. And we are seen as a great place to live and work. We know about the incredible resources in the Territory. We are capitalising on that knowledge and ensuring that 19 major mining projects get the support they need to reach final investment decisions.

An Investment Commissioner and Major Projects Commissioner are to be appointed, imminently, to bring new money and to lock-in new projects as we lead the comeback.

Already, impossible projects, such as exporting Territory sunshine to Asia, are now fast-approaching reality. Our plan to become the region's digital hub is developing on-schedule. Offshore gas is busy. Onshore gas exploration is ready to go with major infrastructure investment in the Barkly.

Our location is of growing strategic importance to the neighbourhood and the world. And for students from across the region, we offer a safe and smart choice for educational excellence.

We know that regional growth, Aboriginal economic development and empowerment, are key to the Territory's future success.

Government is collaborating to build opportunities for Aboriginal-led economic development and is delivering a significant Aboriginal Affairs agenda, centred on empowerment, local decision making, self-determination and ensuring land and sea ownership delivers on economic and social aspirations

It's up to all of us to keep the momentum going.

Our destination is less than 10 years away. I assure you that when we get there, the view will be spectacular.

# A MESSAGE FROM TEAM TERRITORY CO-CHAIRS



The Hon  
Clare Martin AO



Dick Guit

Team Territory is pleased with the first Progress Report documenting implementation of the Territory Economic Reconstruction Commission's (TERC) recommendations.

Having previously assisted the TERC with developing its final report and recommendations, Team Territory is now tasked with being the key reference group to ensure implementation is occurring and on track to meet the two, five and 10 year targets as outlined in the Final Report.

Team Territory is comprised of local leaders, industry heads and business operators with a solid understanding of the Territory's unique context. Throughout the course of developing these recommendations, both the TERC and Team Territory took part in many meetings and briefings with industry and stakeholders in order to make certain the goals to come out of the reports were on target and would meet community expectations.

Team Territory's focus now is making sure that implementing the recommendations is on track to meet its initial two year targets, and to maintain that critical level of engagement and partnership with industry throughout the process as we aim to achieve the bold target of a \$40 billion economy by 2030.

As the final report clearly states, the way forward involves government, industry and the community all pulling together in the same direction.

## Progress will be delivered from:



5 KEY AREAS



22 FOCUS AREAS



62 RECOMMENDATIONS



135 ACTIONS

# EXECUTIVE SUMMARY

On 1 December 2020, after receiving the Territory Economic Reconstruction Commission's (TERC) Final Report, the Territory Government immediately accepted all 62 recommendations in full and tasked agencies with developing implementation plans to achieve the two year, five year and ten year outputs as outlined by the report.

This initial response demonstrates the immediate actions, priorities and fast-tracking undertaken in response to the TERC's Final Report - the first step of a ten year blueprint designed to accelerate the Territory's economic growth, create jobs and achieve the ambitious target of a \$40 billion economy by 2030.

The recommendations were organised into 22 key focus areas for the Territory Government under the five sections as outlined by the TERC:

1. Winning investment for the Territory requires a strong strategic approach
2. Focus on the sectors that will drive growth
3. Growth will occur in the regions, with Aboriginal people pursuing new opportunities
4. Action the enablers that support investment
5. Industry growth needs a skilled population

Each recommendation has a progress update outlining the actions that are already underway or being planned to achieve the two year targets. This will create the step change needed for the Territory to continue leading as Australia's comeback capital.

In July 2020, the TERC issued a First Report, outlining 15 recommendations as immediate priorities for the Territory Government. From those initial recommendations, all but one have been folded into the TERC's Final Report. The Territory Government acknowledges that recommendation 15 from the First Report - Regulatory and Administrative Reform, was widely embraced by industry and the community as a priority area of focus for the Territory Government - and so it has been maintained as a stand-alone recommendation at the beginning of this report.

The next steps for the Territory Government, guided by Team Territory, is to continue to engage with key stakeholders and industry on the recommendations, and encourage increased collaboration, investment and forge new partnerships with the private sector and the Commonwealth Government where possible.

If you would like to know more about a specific recommendation and its related actions, please email Team Rebound at [NTR rebound@nt.gov.au](mailto:NTR rebound@nt.gov.au)

## TERRITORY ECONOMIC RECONSTRUCTION HIGHLIGHTS

### WINNING INVESTMENT ACROSS THE TERRITORY

- \$1 million to appoint a Territory Investment Commissioner and a Major Projects Commissioner to help attract private investment to the Territory and "roll out the red carpet" to those who choose to invest.
- \$500,000 to fast-track the setup of sustainable development precincts for agribusiness.

### DRIVE THE TERRITORY'S RESOURCE INDUSTRY

- Record investment of \$9.5 million from 1 July 2022 into the *Resourcing the Territory* exploration program with a focus on areas of high prospectivity and brownfields sites.
- \$2 million to develop a competitive process for up to \$400 million in private investment in remote power system services to communities supplied by Indigenous Essential Services.

### CREATING ADVANCED MANUFACTURING INDUSTRIES

- A \$5 million fund overseen by the Territory Investment Commissioner to partner with industry to find new investment opportunities in target sectors including, but not limited to, advanced manufacturing, renewable energy and digital industries.
- Invest up to \$10 million over five years into advanced manufacturing opportunities, including a partnership with the Advanced Manufacturing Growth Centre to develop new value adding opportunities.

### SMART PLANNING FOR POPULATION AND INDUSTRY GROWTH

- Establish Infrastructure NT – a strategic infrastructure function to undertake strategic planning for future industry and population growth and work closely with Infrastructure Australia.
- Development of a 30 Year Masterplan for the Territory's parks and reserves with a focus on tourism economic opportunities.



Recommendation	Progress Update
<p><b>The Commission recommends the Territory Government urgently pursues:</b></p> <ul style="list-style-type: none"> <li>- A target of having the most efficient approval processes in Australia for all Territory business licensing and approvals to start and grow a business, with an initial focus on 30 day maximum approval timeframes for retail, hospitality and construction for straightforward applications.</li> <li>- A single regulatory door into government for all projects, which includes a time limited function of a Major Project Coordinator to get things moving quickly.</li> </ul> <p><b>(Rec 15 TERC First Report)</b></p>	<p>In July 2020, the Territory Government tasked agencies with identifying existing regulatory and approval timeframes, and providing solutions to achieve the target timeframes as outlined in Recommendation 15 of the First Report by 30 June 2021.</p> <p>A number of initiatives to reduce timeframes are either underway or completed, targeting five key areas:</p> <p><b>Customer Oriented</b> - Improving the business and investor experience by moving to a single point of contact to make it easier and faster to do business:</p> <ul style="list-style-type: none"> <li>• Implementing business and investment concierge services, to be rolled out by the third quarter of 2021</li> <li>• Developing a Customer Focus Framework and Principles to embed a customer centric culture and improve the customer experience when interacting with the Northern Territory Public Service (NTPS).</li> </ul> <p><b>People</b> - Addressing culture, skills requirements and embedding a customer focused whole of government approach:</p> <ul style="list-style-type: none"> <li>• Growing the NTPS capacity to be agile, deliver and respond by developing a principles-based risk appetite framework and refining the decision making guidelines by the third quarter of 2021</li> <li>• Continue to encourage a customer centric approach in the NTPS, through staff induction modules, recruitment, performance appraisal processes and internal training in customer focused experience practice as an ongoing development and priority for government.</li> </ul> <p><b>Process</b> - Focusing resources, streamlining processes and increasing efficiency in decision making:</p> <ul style="list-style-type: none"> <li>• Finalise process mapping across key regulatory approvals to establish current process workflow, admin and timeframes, and identify improvements to reduce time, repetition and increase efficiency</li> <li>• Map non-regulatory processes to identify process improvements to reduce or eliminate 'beige tape'</li> <li>• The Major Project Commissioner role has been established, along with an Investment Commissioner.</li> </ul> <p><b>Systems</b> - Harnessing digital technology to improve customer experience through an automation and transparency approach to business and investment:</p> <ul style="list-style-type: none"> <li>• The 'Can-Do Territory' online portal as a single point of entry, making it easier and faster for business to interact with government, was launched in February 2021 with ongoing upgrades and expansions as a continual priority</li> <li>• Customer focused pathways for starting new retail or hospitality businesses were implemented in the first quarter of 2021.</li> </ul> <p><b>Regulation and Legislation</b> - Addressing regulatory inefficiencies and outdated requirements:</p> <ul style="list-style-type: none"> <li>• Omnibus legislation has been developed that will identify and address regulatory inefficiencies, outdated requirements and regulations that only serve to stifle or slow processes, with the Bill expected to be introduced in the second quarter of 2021</li> <li>• Clear standards and timeframes for regulatory approvals relating to progressing new businesses are being established, to begin by the end of 2021.</li> </ul> <p>For additional actions on streamlining the Territory's regulatory processes, see Regulating for Growth Recommendation RG1 of this report.</p> <p>For more information about the Territory Investment Commissioner and Major Projects Commissioner, see Winning Investment Approach Recommendation B1 of this report.</p>



## Winning Investment Approach

Recommendations	Progress Update
<b>Urgently implement an integrated investment delivery system focused on winning investment for the Territory (B1)</b>	<ul style="list-style-type: none"> <li>The roles of the Territory Investment Commissioner and the Major Projects Commissioner were established in April 2021 with interim appointments while recruitment is undertaken. The Commissioners will take lead roles in accelerating and prioritising, investment promotion, attraction and facilitation to grow the Territory's economy.               <ul style="list-style-type: none"> <li>The Investment Commissioner will accelerate the Territory's economic growth by focusing on taking value propositions directly to targeted investors and markets</li> <li>The Major Projects Commissioner will streamline and optimise the Territory's Major and Significant projects pipeline, ensuring delays or blockages are immediately dealt with and priority projects are accelerated.</li> </ul> </li> </ul> <p>The Territory Government is providing potential investors a far greater degree of certainty and creating a more bankable environment through sustainable development precincts and accelerating the planning and progressing of key economic enabling infrastructure to support the investment pipeline through the establishment of a strategic (integrated) infrastructure system. This system will be in place by the third quarter of 2021.</p> <p>Actions to support these outcomes, includes:</p> <ul style="list-style-type: none"> <li>Undertaking a review of the Territory's competitiveness, expected to be completed by the third quarter of 2021</li> <li>Developing an Investment Territory skills and knowledge program designed to instil an 'investor centric' and 'path breaking' approach, upskilling the Territory Government to be able to promote, attract and facilitate more private investment as an ongoing priority.</li> </ul>
Recommendations	Progress Update
<b>Facilitate active financial support for projects by working with government and industry financing mechanisms to shape or expand their offering (B2)</b>	<p>The Territory Government is taking advantage of the Territory's swift COVID-19 recovery and investor centric shift by identifying and engaging key national funding programs targeted specifically at national economic recovery efforts as an ongoing priority of the Territory Investment Commissioner and Major Projects Commissioner.</p> <p>A number of proposals, agreements and partnerships with the Commonwealth Government and the Northern Australian Infrastructure Facility (NAIF), an on-lending partnership with NAIF, are progressing.</p>

## Energy Transition and Decarbonisation

Recommendation	Progress Update
<b>Actively engage with the renewable energy sector to accelerate new renewable energy investment (E1)</b>	<p>The Territory Government is actively engaging with the renewable energy sector through:</p> <ul style="list-style-type: none"> <li>• Finalising the Electricity Highway study, including assessment of the potential for a link from the Territory to the National Electricity Grid and key Asian markets by the second quarter of 2021</li> <li>• Developing a Renewable Hydrogen Master Plan and Investment Prospectus, setting out the Territory's value proposition opportunities by the third quarter of 2021</li> <li>• Implementing government's renewable energy target priorities under its least cost implementation plans by the fourth quarter of 2022</li> <li>• Procuring a 35MW battery energy storage system for Darwin with targeted commissioning in the fourth quarter of 2022</li> <li>• Advancing the <i>Remote Power System Strategy</i>.</li> </ul>
Recommendation	Progress Update
<b>Position the Territory for the emerging hydrogen industry (E2)</b>	<p>The Territory Government is promoting the development of the renewable hydrogen industry in the Territory, through:</p> <ul style="list-style-type: none"> <li>• Developing a Renewable Hydrogen Master Plan and Investment Prospectus, setting out the Territory's value proposition opportunities by the third quarter of 2021</li> <li>• Assessing the feasibility of a hybrid solar-hydrogen remote power generation pilot by the fourth quarter of 2021</li> <li>• Supporting a renewable hydrogen pilot using hydrogen in existing gas generators by the fourth quarter of 2022</li> <li>• Partnering with Commonwealth, State and Territory governments on an ongoing basis to develop a national regulatory framework for hydrogen.</li> </ul>
Recommendation	Progress Update
<b>Advance development of transitional gas supplies (E3)</b>	<p>The Territory Government is:</p> <ul style="list-style-type: none"> <li>• Enabling the acceleration of appraisal of the Beetaloo Sub-basin through efficient regulatory practice</li> <li>• Engaging upstream onshore and offshore companies to identify the supply of competitive gas feedstock to create a manufacturing hub</li> <li>• Continue implementing the remaining recommendations from the independent Scientific Inquiry into Hydraulic Fracturing</li> <li>• Finalising the Strategic Regional Environmental Baseline Assessment by 2022</li> <li>• Providing full support to the Commonwealth Government's <i>Beetaloo Strategic Basin Plan</i> that includes \$50 million for accelerated drilling and exploration</li> <li>• Funding a total \$367 million (includes additional Commonwealth Government funding) for immediate upgrades to key gas industry roads (Carpentaria Highway, Western Creek Road, Buchannan Highway and Gorrie Dry Creek Road), of that funding \$365,000 is for a study on the development of a fully operational multimodal facility and rail terminal in Tennant Creek, due to be completed later in 2021.</li> </ul>



## Energy Transition and Decarbonisation

Recommendation	Progress Update
<b>Develop and implement a pragmatic and credible decarbonisation plan with interim targets, that delivers the Territory's growth and net zero targets (E4)</b>	<p>The <i>Northern Territory's Climate Change Response: Towards 2050</i>, and the accompanying <i>Three Year Action Plan</i> identifies priorities for decarbonising the Territory, seizing the opportunities presented by decarbonisation, building resilience in a changing climate, and informing and involving all Territorians in delivering on these priorities.</p> <p>In accordance with the Three Year Action Plan, an Emissions Reduction Strategy is being developed, and finalised by mid-2022. This process will be informed by:</p> <ul style="list-style-type: none"> <li>• Sourcing expert advice on the Territory's greenhouse gas emissions profile and trajectories to 2050, incorporating interim targets and practical emissions reductions options that align with growing the Territory's economy</li> <li>• Undertaking a full audit of current Territory Government emissions, to identify appropriate reduction strategies.</li> </ul> <p>Development of a climate change website is underway. This site will be a source of information for Territory business, industry, households and communities on how to make climate-conscious decisions and successfully reduce their carbon emissions. The website will go live by the end of the second quarter of 2021.</p> <p>Industry will be engaged to assist with establishing a Land Based Abatement Program to support primary producers and other land managers to commercialise low emission technologies, improve productivity and reduce emissions. The program development commenced in the first quarter of 2021, with implementation set to commence in the fourth quarter of 2021.</p> <p>A policy on Large Greenhouse Gas Emitters is being developed to establish expectations for the management of greenhouse gas emissions from new and expanding large emitters. The policy is expected to be finalised by the third quarter of 2021.</p>
<b>Position the Territory as a key research and development location for low emissions technologies (E5)</b>	<p>The Land Based Abatement Program (see Recommendation E4) will assist to position the Territory as a key research and development location for low emission technologies. It will also facilitate greater engagement in carbon markets by supporting research into the identification, development and testing of potential carbon abatement practices in the Territory context.</p> <p>The Territory Government is developing strategic partnerships with a range of research expertise to identify and advocate for research priorities. Implementation of the Land Based Abatement Program is due to commence in the fourth quarter of 2021.</p> <p>Work is being accelerated to build on the Carbon Capture Utilisation and Storage (CCUS) pre-feasibility study. A working group is being established that includes both industry and government to continue investigating the technical and commercial feasibility of establishing a common-user CCUS hub at Middle Arm.</p> <p>Additional programs and developments being prioritised include:</p> <ul style="list-style-type: none"> <li>• Development of a Darwin-Katherine System Plan by the third quarter of 2021</li> <li>• Progressing the Alice Springs Future Grid assessments and analysis through the Intyalheme work program by the fourth quarter 2022, including retirement pathways for existing government-owned gas fired generation</li> <li>• Implementing a streamlined process for any party to propose changes to Territory specific electricity market rules, allowing for more flexibility and faster industry adaptation by the second quarter of 2022.</li> </ul>
<b>Facilitate carbon offset industry growth (E6)</b>	<p>In accordance with section 1.3.2 of the <i>Climate Change Response: Towards 2050</i>, the Territory Government has begun to develop a Greenhouse Gas Emissions Offset policy which will be finalised later 2021.</p> <p>The Land Based Abatement Program will facilitate research into carbon methodologies to assist land managers to identify potential carbon abatement opportunities and engage in the carbon market to improve productivity and generate new revenue streams while reducing emissions.</p> <p>The Large Greenhouse Gas Emitters policy due to be finalised by the third quarter of 2021 and the Emissions Reduction Strategy due mid-2022 are expected to increase demand for carbon abatement and carbon offset methodologies and projects.</p> <p>The Territory Government is reviewing the current regulatory settings for carbon offset. The review will identify potential barriers to growing the Territory's carbon offset industry. This work is expected to be finalised by the fourth quarter of 2021.</p>

## Manufacturing

Recommendation	Progress Update
<b>Complete the rapid master planning for low emissions petrochemicals manufacturing (M1)</b>	<p>Planning activities are underway to rapidly establish low emissions petrochemicals manufacturing at the Middle Arm Peninsula.</p> <p>To create the greatest value for the Territory, planning activities include the development of an Integrated Project Plan that will include:</p> <ul style="list-style-type: none"> <li>• The proposed layout, planning of enabling infrastructure and mapping of optimal industrial ecology</li> <li>• Environmental management, including the investigation and planning of options (e.g. carbon capture utilisation and storage) to limit emissions</li> <li>• Demand analysis, revenue forecasting and estimated economic benefits, contributing to the development of business cases for the enabling infrastructure, including options and strategies to fund and commercialise the development</li> <li>• Market testing and engagement with industry, community and business groups.</li> </ul> <p>Planning activities will lead to the development of a marketable master plan to promote the investment opportunity, potentially leading to a call for expressions of interest to drive the timing and scale of the development. The master plan will be completed by mid-2022.</p>
Recommendation	Progress Update
<b>Complete the rapid master planning for emerging renewables-based hydrogen manufacturing (M2)</b>	<p>The delivery of the <i>Renewable Hydrogen Master Plan</i> is now underway. The plan is due to be completed by the second quarter of 2021, and will:</p> <ul style="list-style-type: none"> <li>• Define and substantiate the Territory's hydrogen value propositions</li> <li>• Identify opportunities for hydrogen application, including demonstration projects, targeted applications and large-scale production for export</li> <li>• Integrate infrastructure and regulatory requirements</li> <li>• Identify appropriate Territory Government support mechanisms for the emerging hydrogen industry.</li> </ul> <p>To better market the Territory's opportunities and win more private investment, a Renewable Hydrogen Investment Prospectus will be developed and finalised by the third quarter of 2021. The prospectus will clearly set out the Territory's opportunities for hydrogen application and production to be targeted at key markets.</p> <p>To support the Renewable Hydrogen Master Plan process, an industry group will be formed to ensure the plan meets industry expectations. The industry group is expected to be established by the end of the second quarter of 2021.</p>
Recommendation	Progress Update
<b>Develop manufacturing opportunities in key sectors to establish the capability in the Territory (M3)</b>	<p>A number of programs and projects are either underway or due to be implemented to accelerate the growth of minerals value adding and low emissions manufacturing activity in the Territory, including:</p> <ul style="list-style-type: none"> <li>• Undertaking detailed assessments of minerals value adding scenarios, including competitive analysis and market testing</li> <li>• Complete value adding studies on the Territory's local produce to tap into new markets and offer additional commercial possibilities for local producers</li> <li>• Preparing business packages and value operations to take to key targets and proponents</li> <li>• Developing market engagement and attraction strategies to target key proponents and potential investors</li> <li>• Identifying funding opportunities to advance the internal preliminary assessment of secondary agrifood processing in the Territory via a full feasibility study.</li> </ul> <p>While a number of organisations, proponents and advisory bodies are already being engaged to inform the above program of work, active targeting and attraction of minerals value adding and low emissions manufacturing opportunities is expected to begin in mid-2022.</p>

## Resources

Recommendation	Progress Update
<b>Urgently stand up a Territory Mineral Development Taskforce to accelerate mining development (RS1)</b>	<p>The Territory Government is investing \$250,000 to support a Territory Mineral Development Taskforce. Full implementation and finalisation of the membership is on track for the second quarter of 2021.</p> <p>An audit of all mineral and exploration leases is now underway to identify inactive leases and develop strategies to increase on-ground activity by industry. This work is due to be completed by the first quarter of 2022.</p> <p>The Territory Government is also developing:</p> <ul style="list-style-type: none"> <li>• A prospectus of mineral opportunities at all stages, from greenfield exploration through to approved mining projects that will be made available to potential investors by the third quarter of 2021</li> <li>• A master plan of targeted national and international promotional strategies to attract investment, with implementation to begin by the fourth quarter of 2021.</li> </ul>
Recommendation	Progress Update
<b>Increase and target exploration activity (RS2)</b>	<p>The Territory Government is investing a record amount into mineral exploration to drive more mining development across the Territory. The annual funding to the <i>Resourcing the Territory</i> initiative will increase from \$6.5 million to \$9.5 million ongoing from 1 July 2022. This funding will enable:</p> <ul style="list-style-type: none"> <li>• Near-term resource development through an increased focus on exploration of brownfields sites</li> <li>• Identification and promotion of new areas of the Territory for resource exploration</li> <li>• Acceleration of geoscience programs to attract and de-risk mineral exploration</li> <li>• Expansion of the Geophysics and Drilling Collaborations grants program</li> <li>• Studies of the Territory's geological potential for critical commodities to support a low-emissions future</li> <li>• Further collaboration with the Commonwealth Government's <i>Exploring for the Future</i> program.</li> </ul> <p>The Territory Government is also developing a strategic plan to target long-term programs and support the growth of the exploration sector by the second quarter of 2021, and is currently:</p> <ul style="list-style-type: none"> <li>• Developing a forward program of collaboration with Geoscience Australia under the <i>Exploring for the Future</i> program, due to be finalised by the third quarter of 2021</li> <li>• Undertaking independent evaluation of the <i>Resourcing the Territory</i> initiative by the third quarter of 2021.</li> </ul> <p>As a matter of priority, the Territory Government expanded the criteria of co-funding grants to allow a wider range of products to be eligible for funding, including brownfields drilling, close to known mineral deposits.</p>
Recommendation	Progress Update
<b>Work with the mining industry to be future ready (RS3)</b>	<p>The Territory Government is working with peak industry groups to support the Territory's mining industry to be future ready, through:</p> <ul style="list-style-type: none"> <li>• Increasing accessibility to large digital datasets, enabling the application of artificial intelligence and machine learning by the exploration sector, currently underway, with completion for data over the Barkly and Gulf regions by the fourth quarter of 2021</li> <li>• Partnering with mine operations to assist with the development of low emission energy solutions.</li> </ul>
Recommendation	Progress Update
<b>Assess and then develop low emissions minerals processing opportunities (RS4)</b>	<p>A comprehensive feasibility assessment of the Territory's mineral value adding scenarios and competitive analysis is underway and due for completion by the final quarter of 2021.</p> <p>The Territory Government will develop a fully informed market attraction strategy to assist with presenting opportunities to key proponents from relevant markets by the third quarter of 2022.</p>

Recommendation	Progress Update
<b>Rapidly identify and develop key Sustainable Development Precincts (A1)</b>	<p>The Territory Government is investing \$500,000 annually over three years to progress a range of projects and actions to develop sustainable development precincts, including undertaking the planning work for:</p> <ul style="list-style-type: none"> <li>• Forming a cross agency working group to drive the development of Sustainable Agriculture Development Precincts</li> <li>• Undertaking a knowledge gap analysis of known proposed agricultural precincts</li> <li>• Developing a stocktake of known and proposed land development models</li> <li>• Developing a list of sustainable development criteria</li> <li>• Undertaking an audit of areas and provision of precompetitive land, soil and water resources to develop principles for determining priorities for government to support and progress areas (e.g. infrastructure, land, broader environmental impact studies, etc.)</li> <li>• Prioritising the acquisition of precompetitive soil and water resource (including cultural information and knowledge) data to support public and private decision making with regards to agricultural development precincts across the Territory</li> <li>• Partnering with landholders, industry and potential investors to establish a clear process that demonstrates development pathways for access to agricultural land</li> <li>• Introducing contemporary management frameworks across all NT Fisheries to provide certainty around access and allocation to encourage investment and market development.</li> </ul>
Recommendation	Progress Update
<b>Develop and implement an Agribusiness Strategy, focusing on new integrated commercialisation opportunities across the supply chain (A2)</b>	<p>The Territory Government is progressing a range of actions, including:</p> <ul style="list-style-type: none"> <li>• The establishment of a project implementation team to consult with both the public and private sectors to develop an Agribusiness Strategy</li> <li>• Consolidation of existing feedback from industry stakeholders gathered through the TERC process on existing/current strategies and also on new strategies and initiatives which are currently under development</li> <li>• Commencing a valuation exercise to provide an agreed economic evaluation framework for the agribusiness sector</li> <li>• An analysis of contemporary risks and opportunities for the agribusiness sector including: biosecurity, traceability, supply chain management, secondary processing, animal welfare, chemical use, deployment of technology, climate change, market shocks, business resilience, the role of government in research, development on Aboriginal land, pastoral lease diversification, water policies and allocations, and environmental approvals</li> <li>• Developing a high level Agribusiness Strategy development process in consultation with industry to identify specific actions, timeframes and outcomes</li> <li>• Finalise, launch and begin to implement the Agribusiness Strategy by the fourth quarter of 2021.</li> </ul> <p>A number of reports are due for release which will further provide key data and pathways to help grow and expand the Territory's agribusiness economy, including:</p> <ul style="list-style-type: none"> <li>• The <i>More Territory Produce on Territory Plates</i> report will provide information on local supply chains that currently exist and any opportunities for increasing local/regional supply of locally grown produce, and is due to be completed by the second quarter of 2021</li> <li>• The <i>Seafood Processing Facility</i> report identifies niche processing opportunities in the Territory for export to domestic and international markets, released in the first quarter of 2021.</li> </ul>



Recommendation	Progress Update
<b>Support development of Aboriginal-led industry opportunities (A3)</b>	<p>The Territory Government has a range of programs, initiatives and partnerships being developed and planned, including:</p> <ul style="list-style-type: none"> <li>• Ongoing delivery of the Indigenous Pastoral Program (IPP), partnered with Land Councils and industry to lift cattle and agricultural production and infrastructure development on Aboriginal land</li> <li>• Partnering with Yagbani Aboriginal Corporation and Anindilyakwa Land Council in aquaculture grow out trials of tropical rock oyster</li> <li>• Develop NT Fisheries capacity building programs with Aboriginal communities across fisheries enforcement, research and biosecurity with marine rangers, including appointment of fisheries inspectors</li> <li>• Undertaking commercial fishing mentoring with Aboriginal fishers across Maningrida, Wadeye, Nhulunbuy, Elcho and Tiwi islands (this scope may expand)</li> <li>• Development of community based fishing businesses targeting economic and social outcomes</li> <li>• Forestry research and development including supporting Tiwi Plantations second rotation and development assistance in East Arnhem and Groote Eylandt</li> <li>• Soil and water resource studies for agriculture production and planning on Aboriginal land including the Daly, Roper, Barkly and Central Australia regions.</li> </ul> <p>Many of these initiatives are ongoing developments.</p>
Recommendation	Progress Update
<b>Facilitate sustainable development of the pastoral land estate and Aboriginal land (A4)</b>	<p>The Territory Government has a range of actions being planned or that are underway to facilitate sustainable development of the pastoral land estate and Aboriginal land, including:</p> <ul style="list-style-type: none"> <li>• Identifying the levers to incentivise development of known areas of land with high potential and those where soil and water studies have already been completed by the third quarter of 2021</li> <li>• Increasing productivity through adoption and uptake of innovation and new technologies through targeted research and development, with field days scheduled for April and August 2021 across the Territory Government research facilities and ongoing extension and adoption programs undertaken in partnership with industry</li> <li>• Support Tiwi Plantation to develop second rotation options by the fourth quarter of 2021</li> <li>• Finalising the Tiwi Island Land Use Study including aquaculture opportunities by the fourth quarter of 2021</li> <li>• Scoping the potential for increasing small scale forestry enterprises on Aboriginal land by the second quarter of 2021, with work well underway to establish a small scale native forest enterprise on Groote Eylandt</li> <li>• Progression of ALEDA (Aboriginal Land Economic Development Agency) project proposals and further development of Aboriginal land in the Ali Curung region by the fourth quarter of 2022, with a peanut shelling plant under construction at Ali Curung and a water license granted to the FortuneAgri project partnership</li> <li>• Scoping actions require to activate the Strategic Aboriginal Water Reserves by the third quarter of 2021</li> <li>• Engage and meet with all NT Land Councils to confirm goals, expectations and process for agribusiness development on Aboriginal land, agree the criteria for prioritising joint effort around development and establish clear communication protocols</li> <li>• Establishing a cross agency working group, including representatives from the Land Councils to prioritise development actions based on development criteria, starting with one area per Land Council area by the second quarter of 2021</li> <li>• Working with NT Cattlemen's Association and NT Farmers Association to confirm goals, expectations and priorities for agribusiness development on pastoral leases, agree criteria for prioritising joint effort to bring new developments on line by the second quarter of 2021</li> <li>• Commencing with known projects, proposals and initiatives for pastoral land diversification and industry development and identify a priority list for future development</li> <li>• Partnering with the pastoral industry to dedicate research to increase productivity, sustainable rangeland management practices and secure markets to have the greatest impact on profitability as an ongoing priority area.</li> </ul>

## Tourism

Recommendation	Progress Update
<b>Prepare business cases for key Aboriginal cultural tourism icons and take projects to the market (T1)</b>	In partnership with Traditional Owners, work has begun to identify the next tranche of key Aboriginal cultural tourism icons that require the development of robust business cases. Once the number of business cases to be developed is finalised in the second quarter of 2021, the agreed business cases will be developed and where outcomes support doing so, taken to market.
Recommendation	Progress Update
<b>Work with Traditional Owners and the Commonwealth Government to develop the Territory's World Heritage Icons (T2)</b>	<p>The Territory Government has engaged with the Commonwealth Government and Traditional Owners on developing a shared vision for both Kakadu and Uluru Kata-Tjuta National Parks.</p> <p>Additional action items underway include:</p> <ul style="list-style-type: none"> <li>• The Kakadu Roads Strategy has been finalised and released by the Commonwealth Government. The Territory Government has commenced implementation of the recommendations from the strategy to deliver a \$70 million roads program</li> <li>• Development of a clear business case for funding stage 2 roads as identified in the Kakadu Roads Strategy</li> <li>• In consultation with Traditional Owners, apply the findings from the business case to proactively engage the Commonwealth Government for additional essential investment.</li> </ul>
Recommendation	Progress Update
<b>Develop commercial opportunities in the Territory's National Parks (T3)</b>	<p>Planning is underway to develop a 30 Year Master Plan for the Territory's National Parks. The Master Plan will establish priorities, commercial opportunities and future directions over the next three decades. The 30 Year Master Plan will be produced in partnership with Traditional Owners, and allow for public comment. Development of the Master Plan will take place as a matter of priority, with implementation expected to begin by the second half of 2022.</p> <p>The agreed framework for the development of Destination Management Plans (DMP) has now been completed. Four DMPs have now been completed, and work is underway on the remaining two:</p> <ul style="list-style-type: none"> <li>• Greater Darwin (procurement underway)</li> <li>• Alice Springs and MacDonnell (complete)</li> <li>• East Arnhem (nearing finalisation by DEAL)</li> <li>• Big Rivers (complete)</li> <li>• Barkly (complete)</li> <li>• Lasseter (complete).</li> </ul> <p>To provide optimal outcomes for each DMP, the following actions are being progressed:</p> <ul style="list-style-type: none"> <li>• Establishing project implementation groups to assist with delivery for each DMP, with groups already established for the four delivered DMPs</li> <li>• Production of an annual scorecard against each DMP</li> <li>• Putting into place the mechanisms to ensure all DMPs are updated, where required, on a bi-annual basis.</li> </ul>
Recommendation	Progress Update
<b>Accelerate Drive Tourism (T4)</b>	<p>The development of a dedicated <i>NT Drive Strategy</i> is underway for release by 30 June 2021. The strategy will better identify opportunities to grow and accelerate the Territory's drive tourism economy.</p> <p>The priority road upgrades will be reassessed and updated to reflect information and opportunities presented by the publication of the <i>NT Drive Strategy</i> and the Destination Management Plans (see Recommendation T3) by the second quarter of 2021.</p> <p>The Roadhouse to Recovery grant scheme was launched in November 2020, with a total of 35 recipients awarded in the first quarter of 2021. The two rounds of the program, each \$4 million, will aim to assist regional and remote wayside inns and roadhouse operators undertake infrastructure projects to improve the on-ground visitor experience in the Territory and encourage visitors particularly those undertaking a driving holiday to stay in remote regions longer.</p>

Recommendation	Progress Update
<b>Actively partner with the Commonwealth Government and industry to deliver strategic infrastructure (N1)</b>	<p>The Territory Government has a number of programs and initiatives either currently underway or that will be progressed, including:</p> <ul style="list-style-type: none"> <li>• Developing and strengthening strategic relationships across targeted federal government agencies and jurisdictions</li> <li>• Developing proposals to provide the Commonwealth Government and industry with pathways and opportunities to strengthen national resilience, targeting infrastructure and policy programs</li> <li>• Engaging Defence to identify and support upgrades to training in the Territory</li> <li>• Developing a robust engagement plan targeting the Commonwealth Government and industry to showcase the Territory's vast and emerging opportunities. This plan is due to be finalised by the second quarter of 2021.</li> </ul>
Recommendation	Progress Update
<b>Partner with Territory businesses and industry associations to continue to improve capability and capacity to win national security and defence work (N2)</b>	<p>The Territory Government is progressing activities and a number of initiatives, including:</p> <ul style="list-style-type: none"> <li>• Reprioritisation and refocus of the work of AIDN-NT to deliver training to local SMEs and win more Defence business</li> <li>• Continue to provide local businesses with regular training and updates, and develop a stakeholder engagement map and plan to deliver in-person roadshows to showcase the Territory's capability</li> <li>• Strengthen the work and partnership with the Centre for Defence Industry Capability (CDIC) as it continues to develop</li> <li>• Work with Defence Primes and industry to ensure that options for the Territory are included in future relevant tenders.</li> </ul>
Recommendation	Progress Update
<b>Expand engagement with industry, policy leaders and national and defence agencies to position the Territory to support activities in the north and the region (N3)</b>	<p>A number of programs and initiatives are either underway or being planned, including:</p> <ul style="list-style-type: none"> <li>• Developing a core workforce with the expertise and knowledge to support and engage with the national security sector as an ongoing priority</li> <li>• Develop and strengthen productive professional relationships across key Defence Primes and second tier businesses, strengthened by a robust engagement program that is currently being developed</li> <li>• Work with Defence Primes and industry to ensure that options for the Territory are permanently included in future relevant tenders, especially services, supply, and local industrial base confidence.</li> </ul> <p>A strategic plan aimed at positioning the Territory to support activities in the north and the region is being developed, and is expected to be finalised in the second half of 2021.</p>

## Maritime Industry

Recommendation	Progress Update
<b>Develop and implement a Maritime Industry Development Plan (MIDP) to grow the maritime industry, including to activate the Darwin Ship Lift facility (MR1)</b>	<p>In order to finalise and implement the MIDP in the fourth quarter of 2022, a number of actions will be developed and progressed, including:</p> <ul style="list-style-type: none"> <li>• Establishing the implementation team that will consult with both the public and private sectors to deliver the MIDP, to be finalised by the second quarter of 2021</li> <li>• Conducting a valuation exercise to provide agreed economic valuation parameters for the maritime industry sectors, to be completed by the third quarter of 2021</li> <li>• Undertaking a gap analysis of maritime infrastructure, including the identification of current infrastructure issues, opportunities and solutions by the first quarter of 2022</li> <li>• Developing all supporting governance structures and documents to allow the project implementation team to fully scope a project plan, timelines and establish a reference/working group with representatives from government and industry by the first quarter of 2022</li> <li>• Produce a business capability gap analysis for the maritime industry and develop a strategy to grow and attract business and investment by the first quarter of 2022</li> <li>• Developing a comprehensive workforce strategy for the maritime industry by the third quarter of 2022</li> <li>• Develop a master plan for the Marine Industry Park in conjunction with the Land Development Corporation by the third quarter of 2022</li> <li>• Develop infrastructure priorities and prepare business cases for delivery by the third quarter of 2022, in partnership with Infrastructure NT.</li> </ul>

## Digital Industry

Recommendation	Progress Update
<b>Undertake master planning of digital precincts (D1)</b>	<p>Preparatory work for the development of a digital precincts master plan is underway and scheduled for delivery by the fourth quarter of 2021. The plan will lay out the Territory's future digital economy, trends and growth areas.</p> <p>The expression of interest process for the Darwin Data Centre Park is progressing well and anchor tenant is expected to be announced in the second quarter of 2021.</p> <p>Monitoring of international fibre cable projects to actively pursue future opportunities for the Territory is an ongoing priority.</p>
Recommendation	Progress Update
<b>Pursue strategic partnerships to grow the industry in the Territory (D2)</b>	<p>The Territory Government has begun identifying test/pilot projects to grow the Territory's digital industry in cutting edge digital fields as a matter of priority, including in the areas of:</p> <ul style="list-style-type: none"> <li>• Satellite Technology</li> <li>• Artificial Intelligence (AI)</li> <li>• Space Industry</li> <li>• Data Services</li> </ul> <p>Growing the Territory's digital industry is an ongoing priority.</p>





## Space Industry

Recommendation	Progress Update
<b>Capitalise on Top End's competitive advantages for equatorial launch services (SP1)</b>	The Territory Government is engaging with target companies in the space launch supply chain. Companies that show an interest in establishing operations in the Top End will receive priority project facilitation services.
Recommendation	Progress Update
<b>Capitalise on Central Australia's competitive advantages for stratospheric ballooning/ high altitude pseudo-satellite (HAPS) launch and recovery (SP2)</b>	<p>The Territory Government is identifying and proactively contacting key HAPS companies to promote the Territory's favourable conditions for both launch and recovery. The first round of identified target companies will be engaged by the third quarter of 2021.</p> <p>Work has commenced to collect and collate evidence of Central Australia's strategic advantage for stratospheric ballooning and HAPS launch and recovery, completed by third quarter of 2021.</p>
Recommendation	Progress Update
<b>Support development of ground station precincts (SP3)</b>	To support the development of ground station precincts, the Territory Government is working closely with the Centre for Appropriate Technology (CfAT) to develop a master plan that will guide the future development of the site, optimise revenue, employment and training outcomes, and provide increased market interest to invest in the CfAT Space Precinct. The master plan is due to be completed by the second quarter of 2021.
Recommendation	Progress Update
<b>Leverage space technology for Territory industries (SP4)</b>	<p>The Territory Government is investigating co-funding opportunities to demonstrate earth observation-driven solutions for businesses in the Territory's traditional key industries (likely targeting agriculture, fishing and government services). The aim is for a program to commence in 2022 to demonstrate productivity and efficiency improvements achieved from space-derived technology and data by showcasing how earth observation data and applications can solve business problems.</p> <p>The Territory Government will work with industry associations to promote the learning from the demonstrator projects broadly to businesses in their sectors.</p>

Recommendation	Progress Update
<b>Collaborate to build opportunities for Aboriginal-led economic development, including access to project finance (AE1)</b>	<p>A number of programs and initiatives are underway and due to be implemented, including:</p> <ul style="list-style-type: none"> <li>• Identifying organisations external to government that provide access to equity and funding</li> <li>• Progressing Action 8 of the Aboriginal Land and Sea Action Plan supporting economic development and employment on Aboriginal land</li> <li>• Supporting Aboriginal organisations to build governance capacity through the Remote Aboriginal Development Fund</li> <li>• Investigating the potential of new capacity building proposals such as those developed by the Cooperative Research Centre for Developing Northern Australia (CRCDNA) (Business on Country and diversification of the pastoral estate)</li> <li>• Continue to engage with Traditional Owners and Land Councils to implement the Strategic Aboriginal Water Reserves policy</li> <li>• Finalising the Territory Government's Town Lands Native Title Policy, enabling Native Title holders with exclusive possession native title on vacant Crown land to obtain a registered freehold title (within a town boundary) which can be sold, leased or mortgaged providing more opportunities for Aboriginal-led economic development.</li> </ul>
Recommendation	Progress Update
<b>Support Land Councils to facilitate and streamline land administration (AE2)</b>	<p>The Territory Government is partnering with Land Councils to provide support to facilitate and streamline land administration through a range of initiatives and actions, including:</p> <ul style="list-style-type: none"> <li>• Providing support to the Land Councils to secure Commonwealth Government and corporate assistance to implement Aboriginal land and sea economic development, including pilot projects (ALEDA), as per Action 8 of the Land and Sea Action Plan</li> <li>• Continue to progress the Aboriginal Land Commissioner's recommended changes to the mining provisions in Part IV of the <i>Aboriginal Land Rights (Northern Territory) Act 1976</i> (ALRA)</li> <li>• Working with the Commonwealth Government and Land Councils on broader ALRA reforms</li> <li>• Continue to develop the whole of government Native Title Policy Framework</li> <li>• Work with the Federal Court and Land Councils to increase the efficiency of the Native Title Claim assessment process.</li> </ul>
Recommendation	Progress Update
<b>Continue to support the Treaty process and self-determination (AE3)</b>	<p>The Office of the Treaty Commissioner will be supported to deliver their Final Report by the second quarter of 2022. Once finalised, a whole of government response will be developed to the recommendations or 'next steps' identified within the Final Report.</p>
Recommendation	Progress Update
<b>Implement the Aboriginal Contracting Framework for Territory Government procurement (AE4)</b>	<p>An Aboriginal Procurement Policy is being developed with initial focus on definition of Aboriginal business enterprises and culturally appropriate mechanisms to validate both Aboriginal business and an Aboriginal employee. The policy will be enabled through <i>Value for Territory Assessment Framework</i>.</p>

## Regional Prioritisation

Recommendation	Progress Update
<b>Strengthen the regional economic growth function of government to better drive economic development across regions (R1)</b>	<p>A range of cross-government programs, initiatives and actions are being progressed to strengthen the regional economic growth function of government and drive regional economic development, including:</p> <ul style="list-style-type: none"> <li>• Development of a Regional Development Framework that supports effective regional economic planning, implementation and project facilitation including coordinating actions from government and local stakeholders</li> <li>• Development of regional governance and engagement arrangements across agencies, stakeholders, business leaders, Traditional Owners and communities that provide a clear regional voice to government</li> <li>• Building mechanisms for appropriate regional support to facilitate feasibility and business case development for investment attraction</li> <li>• Building regional data sets, analytical capacity and capability and targeted information to inform the prioritisation of government investment, attract private sector investment and support industry growth and diversification</li> <li>• Developing an online portal with regional datasets to assist regionally-based organisations to access data to support regional decision making</li> <li>• Reviewing current grant opportunities across the three spheres of government to maximise opportunities and support the implementation of Regional Growth Plans, to attract private sector investment and deliver new regional projects</li> <li>• Implement service delivery reform, including increased digital services and collaboration/partnership between all arms of government and the private sector to effectively deliver regional government services.</li> </ul>
Recommendation	Progress Update
<b>Develop or update regional economic growth plans as a pre-cursor to negotiating regional deals (R2)</b>	<p>Work has already commenced to develop and update Regional Growth Plans, including:</p> <ul style="list-style-type: none"> <li>• Establishing the regional structures, programs and resources that support regional development and implementation of Regional Growth Plans in the second quarter of 2021</li> <li>• Regional Growth Plans to be delivered per region before the end of 2021, with clear understanding of how each will complement and work with each other</li> <li>• Developing models for economic and spatial analysis and the identification of each region's competitive advantages/endowments</li> <li>• Identifying priority regional infrastructure, including any reprioritisations that may be required to support regional economic growth</li> <li>• Developing regional migration and workforce actions that grow regional populations and fill skilled vacancies.</li> </ul>

Recommendation	Progress Update
<p><b>Urgently deliver a significant program of infrastructure that enables industry growth (I1)</b></p>	<p>The Territory Government is urgently actioning a number of initiatives to deliver a significant program of infrastructure that enables industry growth, including:</p> <ul style="list-style-type: none"> <li>• Completion of the Territory Government's Infrastructure Program for 2021-22, which will deliver roads, housing and infrastructure projects that support jobs and economic growth</li> <li>• Working with lead agencies for skills and education to ensure workforce capability is aligned with significant economic activity across major growth sectors</li> <li>• Developing a pipeline of viable projects to enable community engagement, planning and design, to commence by the end of 2021</li> <li>• Increasing planning and design capability with the release of forward works design tenders to ensure projects are 'shovel ready' when funding becomes available, commencing in the second quarter of 2021.</li> </ul> <p>Significant additional road funding has been approved since the release of the TERC Final Report, including \$367 million for road upgrades to support the Beetaloo Basin and the Road Safety Program.</p>
Recommendation	Progress Update
<p><b>Rapidly establish a strategic infrastructure planning and development function that plans for, coordinates and aligns infrastructure needs with industry and population growth (I2)</b></p>	<p>The Territory Government will partner with industry to develop a coordinated, proactive and Territory-wide approach to infrastructure planning, development and prioritisation to achieve a \$40 billion economy by 2030. A number of initiatives being planned or already underway include:</p> <ul style="list-style-type: none"> <li>• Establishing a new strategic infrastructure planning and development Commission, Infrastructure NT, which will be responsible for planning, coordinating and aligning infrastructure needs with industry and population growth</li> <li>• Fast tracking a review and update of the Territory's Infrastructure Plan with a renewed focus on the \$40 billion by 2030 target, with the refreshed Northern Territory Infrastructure Plan to be released in the second quarter of 2021</li> <li>• Developing a new Northern Territory Infrastructure Strategy and delivery plans, to get the right infrastructure built at the right time, in the right place to support productivity, economic growth and regional sustainability, by the second quarter of 2022</li> <li>• Undertaking a policy review to enshrine green and modern infrastructure in the Territory by the fourth quarter of 2022, with Sustainability Minimum Design Standards for public works embedded by the third quarter of 2021.</li> </ul>





## Access to Land

Recommendation	Progress Update
<b>Clarify and provide guidance on land access negotiation pathways, focusing on Sustainable Development Precincts (L1)</b>	<p>Work has begun to map the Territory's regulatory processes and checklists. This will provide proponents and potential investors access to better reliable data, and the capacity to make more timely financial planning decisions, making the Territory a more attractive location for investment. This work is being undertaken as a matter of priority and aims to be completed by the third quarter of 2021.</p> <p>The whole of government work to develop sustainable development precincts (SDP) is underway. The SDPs will provide a greater level of certainty to potential investors.</p>
Recommendation	Progress Update
<b>Collaborate with stakeholders to introduce statutory timeframes for negotiation on land access, where possible (L2)</b>	<p>The Territory Government is undertaking a range of actions to implement this recommendation, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Implementing the Territory Government's Town Lands Native Title Policy, to enable Native Title holders to obtain a registered freehold title (within a town boundary) which can be sold, leased or mortgaged providing greater scope for options and opportunities for Aboriginal economic development. This work is expected to be completed by the fourth quarter of 2021</li> <li>• Developing an approach for tenure conversion mapping. This is expected to be completed in the third quarter of 2021</li> <li>• Implementation of categories within the non-pastoral use activities to reduce the requirement for variations, delivering more certainty to proponents and potential investors. This work is expected to be completed by the third quarter of 2021</li> <li>• Collaborating with other agencies to progress the Aboriginal Land Commissioner's recommended changes to Part IV of the ARLA, expected to be completed by the fourth quarter of 2021</li> <li>• Working with Land Councils to develop long-term leasing models that are recognised and supported by industry and financiers giving more certainty to Land Councils, economic opportunities to Aboriginal people, and potential investors. This work will be completed by the fourth quarter of 2021.</li> </ul>
Recommendation	Progress Update
<b>Invest in land capability assessment as part of ensuring access to good precompetitive data (L3)</b>	<p>In order to provide proponents and potential investors with precompetitive data, the Territory Government is undertaking a range of actions, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Partnering with all relevant Territory Government agencies and the NT Farmers Association to review land capability information in the Douglas Daly</li> <li>• Finalising mapping for the areas of Western Davenport, Larrimah, Wadeye, Deep Well and Katherine</li> <li>• Partnering with the CSIRO to develop broad scale mapping – allowing investors and proponents to have a better understanding of investment opportunities, expected to be completed by the third quarter of 2021</li> <li>• Finalising the upgrade of 160 land resource datasets and produce new mapping products to allow proponents and potential investors access to more up to date data</li> <li>• Collaborating with the Aboriginal Areas Protection Authority to create a streamlined, user friendly data management system, providing proponents and potential investors with a better experience when making investment decisions, by the fourth quarter of 2021.</li> </ul>

Recommendation	Progress Update
<b>Accelerate work to deliver infrastructure solutions for future water demand (W1)</b>	<p>The Territory Government, with the support of the Commonwealth Government, is delivering a Detailed Business Case on water supply options to meet the needs of the Darwin region over the short, medium and long term. The Detailed Business Case is being delivered in two parts:</p> <ul style="list-style-type: none"> <li>Part A: Preliminary Assessment (now complete) – Full report can be found here: <a href="https://watersecurity.nt.gov.au/darwin-region-future-water-supply">watersecurity.nt.gov.au/darwin-region-future-water-supply</a></li> <li>Part B: Detailed business case (to be delivered before the end of 2021).</li> </ul> <p>In recognition of the strategic importance of water as an economic enabler, the Territory Government has also committed \$3.7 million over the next two years to progress preliminary de-risking activities for two key water supply infrastructure solutions to ensure that a timely investment decision can be made based on the outcome of the Detailed Business Case. The work is focused on:</p> <ul style="list-style-type: none"> <li>Manton Dam Return to Service</li> <li>Adelaide River Off-stream Water Storage.</li> </ul> <p>The completion of the Detailed Business Case will allow the Territory Government to make an informed and timely decision on the most appropriate approach to sustainably secure Darwin's water supply and promote economic development.</p> <p>The Territory Government will also begin trialling affordable technologies to address challenges in priority communities to identify alternative treatment technologies that are fit for purpose including:</p> <ul style="list-style-type: none"> <li>Installation of Membrane Capacitive De-Ionisation (MCDI) technology in remote communities to compare the operational performance and costs to existing technologies used, expected to be completed in the second quarter of 2021</li> <li>Implement a laboratory scale trial of electrochemical technology to test existing technology in a different application to improve water quality, expected to be completed by the first quarter of 2022.</li> </ul>
Recommendation	Progress Update
<b>Undertake continued water exploration and targeted water resource investigation (W2)</b>	<p>The Territory Government is targeting water assessment investigations through the <i>Mapping the Future</i> program, due for completion by the second quarter of 2022.</p> <p>Knowledge and data on the Territory's water will continue to be collated and developed through research and development in partnership with stakeholders to provide greater understanding and integrate Aboriginal water knowledge and values, and will:</p> <ul style="list-style-type: none"> <li>Continue to develop research through the National Environment Science Program (NESP)</li> <li>Work with the National Water Grid Authority to develop models to improve knowledge of water availability and other programs that fill scientific gaps to benefit the Territory.</li> </ul>
Recommendation	Progress Update
<b>Continue to modernise legislative, policy and institutional settings (W3)</b>	<p>A policy position paper '<i>Pathways to Water Security</i>' is being developed, through stakeholder engagement, addressing the reform agenda that will be completed in quarter one 2022.</p> <p>The Office of Water Security and the NT Strategic Water Plan CEO Steering Committee has been established to give oversight to the development of the NT Strategic Water Plan, and will lead the stakeholder engagement.</p> <p>The Territory Government has announced additional funding of \$300,000 each year to support the operation of the Office of Water Security in 2021-22.</p> <p>The Territory Government is developing a surface water policy for harvesting floodwater, which will be ready for consultation and finalisation by the third quarter of 2021.</p>

## Access to Power

Recommendation	Progress Update
<b>Accelerate the steps to ensure the Territory's energy systems are agile and support economic growth (AP1)</b>	<p>The Territory Government is accelerating activities to ensure the Territory's energy systems are secure, agile and support economic growth through:</p> <ul style="list-style-type: none"> <li>• Finalising the Electricity Highway study, including assessment of the potential for a link from the Territory to the National Electricity Grid and key Asian markets by the second quarter of 2021</li> <li>• Implementation of the <i>NT Electricity Market Priority Reform Program</i> by the fourth quarter of 2021</li> <li>• Finalising and implementing the large-scale Renewable Energy Procurement Framework by the fourth quarter of 2021</li> <li>• The development of a Darwin-Katherine System Plan by the third quarter of 2021 and progressing the Alice Springs Future Grid assessments and analysis through the Intyalheme work program by the fourth quarter of 2022, including retirement pathways for existing government owned gas fired generation, energy storage system for Darwin with targeted commissioning in the fourth quarter of 2022.</li> </ul>
Recommendation	Progress Update
<b>Transition remote power systems for the 72 remote communities serviced by the Indigenous Essential Services program, to renewables-based systems by 2030 (AP2)</b>	<p>The Territory Government is advancing the Remote Power System Strategy and is undertaking a number of initiatives and actions to transition remote power systems to renewables, including:</p> <ul style="list-style-type: none"> <li>• Investing a further \$2 million over the next two years to advance the delivery of clean and reliable electricity to remote communities across the Territory. A key part of this investment is developing an open and contestable delivery framework to facilitate around \$400 million of private investment in remote power system services to communities supplied by Indigenous Essential Services</li> <li>• Assessing the feasibility of a hybrid solar-hydrogen remote power generation pilot by the fourth quarter of 2021</li> <li>• Immediate rollout of additional solar PV and a battery energy storage system at Wurrumiyanga to achieve high penetration (&gt;50%) renewable energy generation by the fourth quarter of 2022.</li> </ul>
Recommendation	Progress Update
<b>Accelerate energy intensive industry development (AP3)</b>	<p>Planning activities are well underway to establish a low emissions petrochemicals complex at the Middle Arm Industrial Precinct (MAIP) by 2021 (see Recommendation M1).</p>



## Access to Digital Connections

Recommendation	Progress Update
<b>Accelerate the expansion of telecommunication services (mobile and internet) to increase the digital connectivity in regional and remote areas of the Territory (DC1)</b>	<p>To increase capacity of reliable broadband to the Territory's regional and remote communities the development of a multi-layered digital connectivity and telecommunication engagement plan is commencing and will be finalised in the second quarter of 2021.</p> <p>The Territory Government is actively working with stakeholders to support the roll out of key telecommunication co-investment programs, including:</p> <ul style="list-style-type: none"> <li>• RTCP programs with Telstra is underway</li> <li>• Groote Eylandt fibre upgrade project is underway</li> <li>• Federal MBSP programs (mobile services to Finke and Imanpa)</li> <li>• Kakadu mobiles program is underway</li> <li>• Jabiru broadband telecommunication program contracts are currently under negotiation</li> <li>• Regional connectivity program.</li> </ul> <p>Work is now underway to map all Territory network outages over the past five years to identify priority areas for immediate attention. This mapping work is due to be completed by the second quarter of 2021.</p>

## Logistics and Supply Chains

Recommendation	Progress Update
<b>Build a coalition between industry, business and government to collaborate to improve market connections (LS1)</b>	<p>An NT Logistics Advisory Council (the Council) is being formed to forge a collaborative partnership between industry, business and government.</p> <p>The Council will be established with representation from industry, business and government, by the end of 2021.</p> <p>The Council will act as an advisory body to the Territory Government on logistics issues, and will provide a mechanism for collaboration to drive intermodal efficiencies and improve the Territory's transport and logistics supply chains.</p> <p>Membership, governance arrangements and Terms of Reference are being established and will be based on best jurisdictional practice.</p> <p>The Council, in partnership with the Territory Government, will oversee a gap analysis of the Territory's logistics supply chains, including:</p> <ul style="list-style-type: none"> <li>• The identification of issues, opportunities and solutions</li> <li>• An investigation into the potential for a freight equalisation/subsidisation system to support delivery of essential freight to remote Aboriginal communities</li> <li>• Recommendations for addressing supply chain infrastructure gaps to inform a plan for infrastructure delivery.</li> </ul> <p>The Council will have a number of two year outputs, including:</p> <ul style="list-style-type: none"> <li>• The establishment of programs and strategies aimed at improving intermodal freight movement</li> <li>• Cross-sector collaboration around the collection, analysis and use of data to inform supply chain decision making, including prioritisation of infrastructure projects.</li> </ul>





Recommendation	Progress Update
<b>Quickly streamline regulatory processes to make it easy to do business in the Territory (RG1)</b>	<p>As a matter of priority, the Territory Government is actioning a number of initiatives, policies and programs to streamline the regulatory processes to make it easier to do business in the Territory, and these are, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Completion of mapping regulatory processes for starting and growing a business in the hospitality and retail sectors in quarter one of 2021</li> <li>• Mapping of regulatory processes in selected priority sectors identified by the TERC, with work commenced to map regulatory processes in the mining sector</li> <li>• Identifying timeframe requirements within regulations and identify improvements to processes that will reduce time and increase efficiency, a number of these are currently being actioned, with improvements to regulatory and non-regulatory processes in hospitality and retail sectors identified</li> <li>• Recommending standards and timeframes for efficient regulatory approvals</li> <li>• Mapping and reviewing of mineral titles and mining activity application, assessment and regulation</li> <li>• Reviewing and setting performance measures and timeframes for the most common regulatory approvals for a project to proceed and identifying efficiencies</li> <li>• Mapping of approval processes for Non-Pastoral Use Permits, Land Clearing Permits and Water Extraction Licences and identified efficiencies was completed in quarter one of 2021</li> <li>• A Simplified Land Clearing approval process for small scale land clearing applications was launched in the first quarter of 2021</li> <li>• Drafting recommendations to amend various Acts and Regulations</li> <li>• The Territory Government has now established a Director Development Coordination role to assist proponents to get through their regulatory requirements and identify efficiencies</li> <li>• Commenced a review to contemporise the Regulation Making Framework to be completed by the third quarter of 2021</li> <li>• Conducting an outreach campaign on the requirement to publish regulatory impact statements (RIS) within appropriate timeframes including the development of a process for this to occur</li> <li>• Establishing a Customer Service Charter which explicitly states how the administration, assessment and decisions of the Territory Government's regulatory approvals will be prioritised and coordinated</li> <li>• Conducting research to identify examples of other jurisdictions products that may improve on what is available in the Territory</li> <li>• Engaging with stakeholders including project facilitation coordinators within the Territory Government to identify and develop products that will support proponents to navigate the regulatory system</li> <li>• Completing the review of the Mining Management Plan (MMP) requirements, in consultation with industry representatives by the second quarter of 2021.</li> </ul>

Recommendation	Progress Update
<b>Invest in modern digital architecture which is easy to use (RG2)</b>	<p>Actions and initiatives to rapidly modernise the Territory's digital architecture and improve data sharing are well underway. The Territory Government has invested \$10 million to accelerate these actions. In February 2021, the 'Can-Do Territory' online portal was launched, becoming the Territory's first true central point for all applications and approvals. The 'Can-Do Territory' portal will continue to be expanded and improved through a series of planned updates to enable faster rollout and more targeted assistance direct to business. This is now an ongoing priority. Additional initiatives being undertaken to invest in modern digital architecture and improve data sharing include:</p> <ul style="list-style-type: none"> <li>• A review of the whole of branch IT system and database within the Mining and Energy sectors. This review will identify strategic risks and make recommendations for an updated and modernised system architecture and capability, by the second quarter of 2022</li> <li>• Developing new 'data sharing legislation' to better facilitate the sharing of important data across government by the second quarter of 2022</li> <li>• Reviewing the current mining legislation framework to identify opportunities for information sharing, providing potential investors with more data and incentives to invest in the Territory by the second quarter of 2022</li> <li>• Reviewing data sharing and governance arrangements across the Territory Government, to be finalised by the fourth quarter of 2022.</li> </ul>



## Skills

Recommendation	Progress Update
<b>Embed workforce planning for the future, now (SK1)</b>	<p>Negotiations are currently underway for the National Agreement on Skills and Workforce Development with the Commonwealth Government. The agreement is expected to be finalised by the third quarter of 2021.</p> <p>A number of additional programs and plans are being actioned, these include ensuring skilling and workforce programs have a rolling process of evaluation and are updated on a regular basis, as well as:</p> <ul style="list-style-type: none"> <li>• Implementing the Barkly Workforce Plan</li> <li>• Roll out the Jobs Profile Survey for the 28 Growth Towns by the third quarter of 2021</li> <li>• Develop a methodology for regional workforce planning to feed into the Regional Growth Plans</li> <li>• The industry led Territory Aviation Skills Centre Ltd (TASC) has been formed. The Territory Government is continuing industry consultation with the TASC to progress the establishment of the aviation skills academy.</li> </ul> <p>Key Territory Government agencies are partnering to create an additional 500 extra Aboriginal employees in Health, Education and Justice by 2026.</p>
Recommendation	Progress Update
<b>Collaborate with CDU to build its competitive advantage and its relevancy to the Territory and Australia by determinedly pursuing new models of engagement and delivery (SK2)</b>	<p>Collaboration with Charles Darwin University (CDU) and Batchelor Institute (BI) to build their competitive advantage is being progressed through a number of initiatives and programs, including:</p> <ul style="list-style-type: none"> <li>• The Territory Government's <i>Territory Innovation Challenges</i> Program provides a new model to CDU for engagement and delivery. Developing capability to deliver and pick up medical payloads via drones to and from remote communities in the Territory</li> <li>• Fostering continued cooperation between CDU and BI for the advancement of Aboriginal education outcomes as an ongoing priority.</li> </ul> <p>CDU Collaboration Committees explore partnerships across business and industry, and innovation and STEM projects, including:</p> <ul style="list-style-type: none"> <li>• Agribusiness in Katherine</li> <li>• Regional Growth Planning</li> <li>• International Tourism.</li> </ul>

Recommendation	Progress Update
<b>Establish a Territory Careers Pathway (PE1)</b>	<p>The Territory Government is providing clear pathways to Territory jobs through a number of initiatives, including:</p> <ul style="list-style-type: none"> <li>Supporting the implementation of a National Careers Institute (NCI) and online careers hub to provide current and accurate careers information and support</li> <li>Engaging nationwide with Skills and Education Ministers and officials to address the recommendations of the Review of Senior Secondary Pathways – including schools being supported by a network of career hubs that provide a connected system of individualised career guidance that schools, students and their parents can access, with an initial focus on regional and remote areas</li> <li>Enhancing existing local career advice services with the Industry Skills Advisory Council NT (ISACNT) to provide advice to Territory schools and other key clients on training options to support business and industry needs, and provide career pathways for Territory students as an ongoing priority.</li> </ul>
Recommendation	Progress Update
<b>Expand key programs that improve remote Aboriginal education (PE2)</b>	<p>The Territory Government is expanding the Families as First Teachers (FaFT) program. FaFT is an early learning and family support program providing: access to early childhood education, literacy and learning games to use at home; support on child development, children nutrition, health and hygiene; and guidance to prepare children for school. The program can be accessed in remote and urban schools, or through outreach programs – 55 sites are currently listed as available. Additional action items to be progressed include:</p> <ul style="list-style-type: none"> <li>Coordinate a detailed feasibility study of technology options and costs to expand and extend digital connectivity for schools across the Territory</li> <li>Develop a plan that maps a path to improving schools' digital connectivity for government consideration based on a mix of technology options, telecommunications network design and reliable costings</li> <li>Advocate for the expansion of the Commonwealth Government's 'Learning on Country' (LoC) program</li> <li>Align VET in School programs with the LoC program to deliver skills training for future employment. This is now underway and will be an ongoing priority</li> <li>Support efforts by the Central Land Council to gain funding through the Aboriginal Benefits Trust to further roll out the LoC program in Central Australia.</li> </ul>
Recommendation	Progress Update
<b>Review and target national and international migration programs and settings post-COVID-19 (PE3)</b>	<p>A number of initiatives and programs are being put into place to target national and international migration programs, including:</p> <ul style="list-style-type: none"> <li>A digital advertising campaign to grow the Territory's interstate migration was launched in February 2021. This will be followed by direct advertising interstate by industry over the first half of 2021</li> <li>Investing an additional \$300,000 to boost the Territory's international migration program</li> <li>Development of enhanced online facilities to enable surveying of nominated overseas skilled migrants with a view to better evaluate program outcomes and identify opportunities for aftercare. Surveying is expected to commence 2021 and will continue on a rolling basis</li> <li>Ongoing industry engagement, including specific to regional areas, throughout the Territory to inform advocacy with the Department of Home Affairs for more flexible settings for regional migration programs such as the NT DAMA in the post-COVID19 environment. This is an ongoing priority.</li> </ul>

Recommendation	Progress Update
<b>Plan for future population demands (PL1)</b>	<p>Proactive planning for the Territory's future growth is underway, including:</p> <ul style="list-style-type: none"> <li>• Undertaking strategic assessments to prioritise planning and development of suitable land to support future growth in key regional areas, by the second quarter of 2021</li> <li>• Progressing regional Land Development Strategies and a Land Development Program to provide for the staged development of enabling strategic infrastructure to meet land supply targets and NT Department of Treasury and Finance's population growth forecasts, by the end of 2021</li> <li>• Developing <i>Infrastructure Contribution Guidelines</i> that provide for the equitable distribution of the cost of infrastructure to support development of private land, by the end of 2021</li> <li>• Implementing a staged plan for the release of land for affordable residential housing development for Greater Darwin. This includes making more than 5,000 residential lots available in two new residential suburbs near Palmerston, in line with Recommendation I2.</li> </ul>

Recommendation	Progress Update
<b>Establish a sustainable community housing industry in the Territory to deliver affordable and available housing (PL2)</b>	<p>The Territory Government is developing plans to establish sustainable community housing in both the Urban and Regional areas.</p> <p>To deliver Sustainable Community Housing in Urban areas, the Territory Government will:</p> <ul style="list-style-type: none"> <li>• Identify potential sites for redevelopment/development in conjunction with the community housing sector, with the aim of providing social and/or affordable housing in Darwin and Palmerston, by the third quarter of 2022. Models that blend social, affordable, private for rent or sale and Specialist Disability Accommodation (SDA) housing types will be considered to maximise financial feasibility and social and economic outcomes.</li> </ul> <p>To deliver Sustainable Community Housing in Regional areas, the Territory Government will:</p> <ul style="list-style-type: none"> <li>• Identify potential sites for redevelopment/development in conjunction with the community housing sector, with the aim of providing social and/or affordable housing. It is proposed that market interest and general feasibility will be tested through an Expression of Interest process, by the third quarter of 2022</li> <li>• Progress the Housing Implementation Plan of the Groote Archipelago Local Decision Making Agreement, which aims to promote a single, sustainable, diverse and culturally appropriate community housing system across all towns and satellite communities in the Groote Archipelago.</li> </ul> <p>The Territory Government is also looking at future regional economic and project housing needs and is undertaking an analysis of housing requirements for the next five years, to be completed by the third quarter of 2021. The Territory Government will also finalise the first iteration of the <i>Social and Affordable Housing Asset Growth and Renewable Plan</i> by the end of 2021.</p> <p>A Community Housing Strategy is being developed in 2021 and will include a pipeline of strategic initiatives that incentivise and attract government and non-government investment in social and affordable housing, to provide the level of scale needed to support sector growth. This pipeline will evolve into an investor prospectus, incorporating transfer packages for urban/regional and remote locations, and including management and title transfer of existing and new public housing stock. The Community Housing Strategy is due for completion by the third quarter of 2021, and the investor prospectus will be developed by the end of 2021.</p>

Recommendation	Progress Update
<b>Maintain a focus on improving liveability for existing and new Territory residents (PL3)</b>	<p>The Territory Government is improving liveability for existing and new Territory residents by undertaking a number of planning actions and initiatives, including:</p> <ul style="list-style-type: none"> <li>• Identifying liveability key performance criteria for individual users and buildings alike, to establish an adaptable, measurable and a clear rationale for application, to be finalised by the end of 2021</li> <li>• Identifying key urban renewal demonstration projects where climate responsive performance criteria can be written directly into tender briefs, to be completed by the second quarter of 2021</li> <li>• Progressing urban development and enhancement projects, including the City Deals, Alice Springs CBD revitalisation and Art Gallery</li> <li>• Ensuring the State Square Art Galley Design is finalised by the second quarter of 2022</li> <li>• Completing the Myilly Point playground in Darwin's CBD, with this new recreation precinct to be open to the public by the second quarter of 2021</li> <li>• Completing the Alice Springs CBD project, including lighting, shade structure and implementation of cooling initiatives, as well as the River Activation zone, by the end of 2021</li> <li>• Promoting and demonstrating new and innovative housing typologies through Pilot Place Precincts, by the end of 2021.</li> </ul>