



CORPORATE MANAGEMENT

MANAGEMENT AND ACCOUNTABILITY

The Central Land Council is committed to:

- Best practice accounting, financial management, and performance reporting.
- Maintaining and developing accounting and financial management systems.
- Providing relevant, accurate and timely performance-based management reporting.
- Effective risk management including preparing, implementing and managing appropriate governance and risk management frameworks and understanding management risk appetite.
- Managing procurement of funds to sustain and advance the CLC strategic and operational plans and performance of statutory functions.
- Administering and monitoring compliance with all statutory regulatory requirements.
- Recruitment, training and development opportunities for CLC personnel.
- Supporting Aboriginal corporations in the management and administration of their affairs.

The Central Land Council is a body under the *Commonwealth Authorities and Companies Act 1997* and therefore the financial statements

are required to take the form prescribed by the Act (Schedule 2), as determined by the Minister. The CLC is also a Native Title Registered Body within the terms of the *Native Title Amendment Act 1998*, and various sections of that Act apply to financial reporting requirements. The *Public Governance, Performance and Accountability Act 2013* will replace the Commonwealth Authorities and Companies (CAC) Act from July 2014.

The Central Land Council's statutory annual financial reports are published in this report together with the unqualified audit opinion issued by the Australian National Audit Office (ANAO).

The CLC reports against an outcomes and outputs framework as approved by the Minister. The framework provides a basis for preparing budget estimates and reporting on performance and utilisation of resources. CLC management continues to endeavour to extract value from the application of the framework to routine reporting of operational performance. The *Corporations (Aboriginal and Torres Strait Islander) Act 2006* also requires the CLC to apply additional resources to fulfil expanded compliance and governance activity.

FINANCIAL MANAGEMENT

Estimates review

The CLC submits Estimates of Administrative Expenditure to the Minister on an annual basis. The Minister subsequently engages a consultant to conduct an independent review and assessment of the Estimates to facilitate the approval process. In 2011 the Minister agreed that, in future, 'employee costs' increases would be determined relative to enterprise agreements, although other aspects of the CLC's estimated expenditure are currently constrained to estimated increases based on national consumer price index changes.

Significant demand for growth in CLC activities, with budgetary pressures especially compounded by well above average Northern Territory and Central Australian cost increases, e.g. fuel, electricity and water, and expansion in grant funded programs, continue to cause ongoing capacity challenges. The CLC makes special 'additional estimates' submissions to obtain essential additional resources. Once approved, the estimates provide the CLC funding for operational expenses, salaries and wages, and capital expenditure for the financial year.

During 2012–2013 the Minister approved approximately \$2.8 million of additional ongoing and once-off funding in two stages. CLC submitted a half-yearly performance and operations report to the Minister in January 2013 to meet its funding agreement and legislative obligations.

Statutory reporting

The financial statements for the year ended 30 June 2013 have been audited and an unqualified audit opinion has been issued by the ANAO. CLC reporting responds to CAC, Financial Management Orders (FMOs) issued by the Finance Minister and Australian Accounting Standards (AAS) (including the Australian Accounting Interpretations).

The ANAO is requested by the Minister to perform the annual audit of CLC financial statements. The purpose of the audit is for the ANAO to express an opinion whether the financial statements give a true and fair view.

Risk management and fraud control

During the year CLC commenced a review of its Risk Management Plan and Framework, and engaged PwC Risk Assurance to guide this process. The initial focus was a series of manager/coordinator workshops that developed a new Risk Profile and Risk Matrix. Substantial progress has been made and will be completed during 2013.

The CLC again engaged in the Comcover Risk Management Benchmarking survey, and will use components of the survey in the proposed framework review for assessing improvements. The result of the 2013 survey was a score of 3.2 compared to a score of 2.3 in 2012.

The Commonwealth Fraud Control Guidelines apply to all agencies covered by the FMA Act and bodies covered by the CAC Act receiving at least 50 per cent of operational funding from the Commonwealth or a Commonwealth agency.

ANAO guidelines will provide the basis of better practice approaches for CLC's fraud control. The Director certified that the required fraud data has been collected and reported as required under the Commonwealth Fraud Control Guidelines 2011. In conjunction with the Audit Committee, CLC completed a review of its fraud control guidelines during the year and a comprehensive review of the risk management framework followed the finalisation of the strategic plan.

The CLC has developed various internal practices and procedures to ensure appropriate authorisations and financial delegations are in place and for rigorous monitoring and detection of any anomalies, as well as continuous ongoing review. Staff and management of the CLC operate under an Instrument of Authorisations which documents the appropriate financial delegations and authorities framework.

A Code of Conduct prescribes personal and professional behaviour and ethics in the workplace.

The CLC is proud of its positive track record and some procedures have been referred to as best practice in peer organisations and the wider community.

Judicial decisions and reviews by outside bodies

There were no judicial decisions and reviews by outside bodies.

Audit Committee

Bill McAinsh (partner of Deloitte), Danny Masters (lawyer) and Bruce Walker (Executive Officer, Centre for Appropriate Technology Inc. and Chairman/Director of CAT Projects Pty Ltd) were appointed to the CLC Audit Committee in 2010. The committee comprises three independent members. Bruce Walker is currently the Chairperson. The committee met three times during the financial year. The committee oversees an agreed work plan and Audit Committee Charter aligned to the ANAO Better Practice Guide on Audit Committees 2011.

Indemnities and insurance premiums for officers

No indemnity against liability has been given by agreement or other means to a current or former officer.

The CLC holds general liability and professional indemnity insurance (which includes directors' and officers' liability provisions) with Comcover and, in addition, the compulsory professional indemnity insurance required by the Law Society Northern Territory is held in respect of legal practitioners employed by the CLC. The Comcover premium covers all insurance provided by Comcover and does not specify an invoiced amount for general liability and professional indemnity insurance.

Other

No significant events referred to in section 15 of the CAC Act have taken place during the financial year.

Amounts paid to consultants

Consultant	2012/2013
Anthropology	
AKA Consulting	37,800
Susan Donaldson	56,595
Firecash Pty Ltd	15,675
Anthony Gatti	20,045
Olaf Geerken	41,308
John Morton	48,825
Petronella Vaarzon-Morel	51,659
James Weiner Pty Ltd	60,650
Community Development	
Centre for Appropriate Technology	148,116
Flinders University	12,500
NT Build	11,757
Praxis Consultants	15,438
Warlpiri Media Association	19,392
CAT Projects	50,888
David Jagger	100,544
Ninti One Ltd	31,600
Corporate Services & Finance	
Bellette Media	10,920
PriceWaterhouseCoopers	66,555
Professional Advantage	23,105
AG42 Pty Ltd	15,400
Gillian Akers	41,015
BEIT Holmes & Associates Pty Ltd	27,527
Maloney Field Services	20,229
Dave Richards	20,591
Siller Systems Administration	64,294
Diane Smith	12,176
Galaxy Research	8,000
Maggie Kavanagh	12,110
Land Management & Ranger Programs	
CADrafting Pty Ltd	12,243
Central Desert Training Pty Ltd	135,857
Desert Wildlife Services	40,220
Jackman Gooden Architects Pty Ltd	40,998
Denhamia	25,000
Shiri Na Gonye	9,786
Nicholas Hall	16,320
David Slowo	11,650
Stepwise Heritage & Tourism Pty Ltd	13,600
Mining and miscellaneous	
Rodger Barnes	15,300
David Avery	24,000
Pitt & Sherry (operations) Pty Ltd	10,560
Other consultants (<\$10,000)	119,870
Total	1,545,115

Consultant is defined as an individual/organisation providing expertise to a minimum annual accumulated value of at least \$10,000.

OTHER COMPLIANCE REQUIREMENTS

Aboriginal land councils and land trusts are listed in Part I of Schedule 2 of the *Freedom of Information Act 1982*, and therefore pursuant to section 7 the CLC is deemed not to be a prescribed authority for the purposes of the Act.

No special reports have been made by a Parliamentary Committee, Ombudsman or the Office of the Australian Information Commissioner.

HUMAN RESOURCES MANAGEMENT

Employee relations

The employment working conditions for all CLC employees are described in the Central Land Council Enterprise Agreement 2012–2015.

All salary progression at the CLC is subject to meeting the required performance standards. The CLC did not offer performance bonuses to any employees during the reporting period.

The development, implementation, administration and evaluation of human resources/industrial relations strategies and policies enables the CLC

to enhance organisational flexibility, improve workplace productivity, and facilitate workplace reform to support its general objectives.

Achievements in 2012–2013 included:

The CLC Enterprise Agreement 2012–2013 was approved by Fair Work Australia on 31 August 2012. Key productivity improvements implemented as a result of the new Agreement include a commitment to Aboriginal employment and career development, and commencement of a performance information framework and a transport planning study.

Employee profile 2012–2013 – expressed as a full-time equivalent (FTE)

Salary Classification	All Staff	Aboriginal %		Non-Aboriginal %		Female %		Male %	
Chairman	1.0	1.0	100.0%		0.0%		0.0%	1.0	100.0%
SES 2	1.0	1.0	100.0%		0.0%		0.0%	1.0	100.0%
SES 1	2.0		0.0%	2.0	100.0%		0.0%	2.0	100.0%
Senior Managers	2.3		0.0%	2.3	100.0%		0.0%	2.3	100.0%
SOG A	6.9		0.0%	6.9	100.0%	4.0	57.9%	2.9	42.1%
SOG B	6.4	0.1	1.5%	6.3	98.5%	3.8	60.1%	2.6	39.9%
SOG C	25.2	5.0	19.9%	20.2	80.1%	13.2	52.5%	12.0	47.5%
ASO 6	65.1	11.0	16.9%	54.2	83.1%	28.8	44.1%	36.4	55.9%
ASO 5	22.6	12.3	54.2%	10.4	45.8%	12.2	54.0%	10.4	46.0%
ASO 4	28.1	17.2	61.2%	10.9	38.8%	14.9	53.1%	13.2	46.9%
ASO 3	14.2	13.2	92.9%	1.0	7.1%	4.3	30.1%	9.9	69.9%
ASO 2	37.0	36.7	99.3%	0.3	0.7%	7.5	20.4%	29.4	79.6%
ASO 1	1.0	1.0	100.0%		0.0%	1.0	100.0%		0.0%
Total	212.8	98.4	46.2%	114.4	53.8%	89.7	42.2%	123.0	57.8%

The higher representation of Aboriginal staff members at the ASO 2 levels is largely due to the number of staff employed as rangers in the community ranger programs.

The CLC employed a total of 116 casual staff members for 2012–2013. As at 30 June 2013 there were 17 unfilled vacancies across the organisation.

Casual staff employed in 2012–2013 expressed as a full-time equivalent (FTE)

Salary Classification	All Casual Staff	Aboriginal Staff	Non-Aboriginal Staff	Female Staff	Male Staff
SOG C	0.5	0.0	0.5	0.0	0.5
ASO 6	1.2	0.0	1.2	0.4	0.9
ASO 5	1.5	0.4	1.1	0.8	0.7
ASO 4	0.4	0.4	0.0	0.0	0.4
ASO 3	0.1	0.1	0.0	0.0	0.1
ASO 2	7.8	7.8	0.0	2.3	5.5
ASO 1	2.0	2.0	0.0	0.8	1.2
Total	13.5	10.6	2.9	4.3	9.2

STAFF DEVELOPMENT AND TRAINING

The CLC is committed to the ongoing professional development of its workforce and supports access to appropriate training. The CLC is especially committed to developing strategies that facilitate employment and career development for Aboriginal staff, currently comprising 48.2% of the 226 staff (FTE) employed, and have formally stated this commitment in Part 3 of the CLC Enterprise Agreement.

Staff can access training and further education as part of the CLC Career Development program. All new staff are required to complete a three day induction and cross-cultural program which provides them with a comprehensive insight into the functions of the CLC, as well as its policies and expectations. Most employees also receive first aid, work health and safety related topics and 4WD awareness training in their commencement year to assist them perform their roles safely. The CLC Career Development program enables staff to receive support and assistance with a range of study and learning options.

There was a total of 366 attendees at 67 needs based short courses, conferences or information seminars/workshops during 2012–2013.

Achievements in 2012–2013 included:

- Continuing professional development programs for CLC employees.
- 4 new study agreements entered into in 2012–2013.
- 2 professional development plans.
- 1 new cadet employed through the National Indigenous Cadetship Support Program.
- 1 manager attended Accelerated Management Development training.
- Health and safety representative training for 9 staff members.
- Coaching and mentoring sessions for senior staff members.

Equal opportunity

CLC is committed to providing a working environment recognising staff as valued organisation members who are treated fairly and are acknowledged in the organisation's success. Equal opportunity (EO) supports the development and implementation of strategically based anti-discrimination, equal employment opportunity (EEO) and affirmative action policies and programs as well as Aboriginal Employment and Career Development. CLC respects and values diversity in the workplace.

Work health and safety (WHS)

The CLC is committed to meeting its obligations under the *Work Health and Safety Act 2011* and supports the development of strategically based health and safety programs. The CLC's work health policies and management ensure a work environment where people are able to work effectively and at minimal risk to their health, safety and wellbeing. The CLC continued to focus on timely and effective injury management for both compensable and non-compensable injuries through early intervention initiatives and fitness for continued duty assessments.

The CLC furthered consultative arrangements on work health and safety by appointing health and safety representatives via an election process for a three year term.

The Employee Assistance Program continued to be promoted and managed. The program offers employees and members of their immediate families free, short-term professional counselling, and is being readily accessed for a variety of support options.

Reporting requirements under the WHS Act 2011

The management of work health and safety continued to be consistent with the WHS policy and health and safety management arrangements (HSMA).

The following statements are provided in accordance with section 276 of the *Work Health and Safety Act 2011*:

Three notifiable incidents were reported to Comcare under section 38 of the *Work Health and Safety Act 2011*. Internal investigations and risk management procedures were applied to these incidents, with improvements made in processes to ensure the risk was reduced or managed appropriately.

There were no notices issued under section 90 (Provisional Improvement Notices), section 191 (Improvement Notices), section 195 (Prohibition Notices), section 198 (Non-disturbance Notices) of the WHS Act 2011. No Comcare investigations were conducted in 2012–2013; however, the CLC remains committed to partnering with Comcare to address specific WHS matters.

Performance against the Commonwealth Disability Strategy

Building has commenced on the construction of visitor and staff disability access ramps at the head office in Alice Springs. These will be at both the front and rear of the building, ensuring independent access at all times for those staff and visitors that require it. Construction will be completed by October 2013.

Since 1994 Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–2008, reporting on the employer role was transferred to the Australian Public Service Commission's State of the Service Report and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au. From 2010–2011, departments and agencies have no longer been required to report on these functions.

Health and safety representatives

Elections were held to select health and safety representatives (HSRs) for the term 2013–2016. HSRs are workers who represent the health and safety interests of workers within their workgroup for a person conducting a business or undertaking (PCBU). The role HSRs play in developing and maintaining a partnership between PCBUs and workers on work health and safety issues is a significant contribution and an integral component of maintaining healthy and safe workplaces and maintaining consultation with the expanding number of staff in regional offices.

HSRs have now been nominated and voted by their peers to form a Health and Safety Committee for 2013–2016. Their role is to support their work areas and assist CLC to meet all obligations under its Risk Management Plan.

Information systems

Computer Services' (CS) primary function is to develop, support and maintain a modern computing infrastructure, focusing in particular on providing a high level of service to regional offices through the provision of the best available communication systems and remote support services. CS is committed to ensuring the integrity and security of the CLC's electronic data through backup systems, secure network access and virus protection. CS also facilitates the increased efficiency of the organisation through the development and implementation of new systems that provide improved access to information and communications.

CS also has two specialist staff responsible for maintaining an extensive geographical information system and manipulating geographic data sets

to produce customised maps for CLC projects. CS plans to expand the services provided by the section with the ongoing development of web-based mapping systems.

The major goals for 2012–2013 included an upgrade of WAN network services, improvements to our user creation and desktop deployment, support for the installation of GPS tracking units in 89 vehicles, the introduction of videoconferencing services, and the contribution of a detailed Risk Management Plan. Due to the increased workload of both sections within CS, as well as some ongoing staffing issues, not all of these goals were realised in full. However, significant progress was made, and the general operations of the CS and mapping units were performed at a high level throughout the year.

Major achievements	Outcome
General operations	Maintained our large, complex ICT network in regional and remote areas with no significant downtime or data loss. 59 new user accounts created (20% increase), and 21 user position changes processed.
System Centre Configuration Manager (SCCM) implementation	A major upgrade of our SCCM platform has significantly improved the efficiency of PC and software deployment, management and reporting.
Regional office logon times	An extensive review of all our systems resulted in a number of changes that greatly reduced logon times for staff at remote offices.
Backup/restore review	A range of backup and restoration trials and refinements have provided much improved confidence in the effectiveness of our disaster recovery procedures.
Storage expansion and virtualisation	In order to address the ever-increasing storage requirements of the organisation, CLC purchased a set of equipment that will increase our production storage volume, further improve our disaster recovery by leveraging deduplication and replication services, and provide an 'archive' volume for multimedia and other large files that aren't currently being backed up.
User creation streamlining	The introduction of scripts, group policy improvements and DFS namespaces for file shares have streamlined our user account creation and termination process, which was essential given the ongoing administrative burden caused by the increase in positions and staff turnover.
Support request ticketing system	The development and implementation of SharePoint-based support ticketing system has significantly improved the efficiency of user support provision.

Major achievements	Outcome
Desktop and server roll-outs	During the year almost 70 new desktop and notebook PCs were deployed, two major file/database servers were upgraded, and one new VM host server was installed, replacing five existing machines.
Migrate to colour MFP	Replacing our old large monochrome multi-function printers with colour units will reduce consumable costs and improve print efficiency. Suitable units have been ordered and maintenance contracts signed; full deployment will occur in August 2013.
Vehicle Tracking System	After an extensive trial period Navman Wireless emerged as the best provider. An intensive deployment was undertaken in April, with over 80% of the 89 units installed – no mean feat given the distributed nature of the fleet. Users now have access to tracking data from their desktops, and distress response procedures are being finalised.
Geographic Information Systems (GIS) review	The increasing map production workload, and perceived need for improved ‘self-service’ mapping applications, prompted the engagement of a specialised GIS consultant, who conducted a review of the CLC mapping services and users. This has already resulted in a few improvements. Full report and recommendations to be delivered in August or September 2013.
Main office electrical review	In the process of conducting repairs of a number of failed external lights it was discovered that the building’s ‘as constructed’ electrical plans were inaccurate, and essential maintenance had been neglected. This was addressed with the help of local contractors, resulting in improved safety and efficiency.
Main office access	The withdrawal of support by the supplier of our main office access control system obviated the need for a system overhaul. After extensive planning and negotiations with local suppliers, a preferred system was identified and ordered. Work should be completed in September 2013.
Solar PV system expansion	The expansion of the existing solar array has more than doubled our CO ₂ offset. Total emissions avoided now exceed 25,000 kg.

David Jupurrurla Long Resource Centre (Library and Records)

The David Jupurrurla Long Resource Centre Information Services [Library and Records] provide a professional research service for all employees of the CLC in accordance with CLC Policy and its Strategic Plan 2012–2017.

CLC's library provides print, online and inter-library loan services, including a specialist Central Australian research collection. The library has acquired 219 new items by way of acquisitions and interlibrary loans and online services. Current holdings exceed 21,212 records.

The Records Unit (which includes Archives) is managed in accordance with Records Management Association of Australia's standards and in compliance with the National Archives of Australia's strategic information and records management guidelines, including the Administrative Functions Disposal Authority [AFDA] schedules and the *Commonwealth Archives Act 1983*. Record holdings exceed 71,671 titles.

An Electronic Document Records Management Systems (EDRMS) consultancy proposal has been completed for a comprehensive review of CLC's electronic record requirements in response to the Commonwealth Governments Digital Transition Policy. Records that are created digitally after 2015 will be accepted for transfer to the National Archives in digital formats only. The associated funding proposal is with the Minister.

The Resource Centre currently utilises Trimagic Information Management System (TIMS) for libraries, TRAKS for records management.

Asset management – fleet management

The CLC manages a substantial fleet, predominantly for remote operations. The objective is to replace the majority of the fleet approximately every three years, as it is generally proven that remote operational vehicles have reached their optimal age, and maintenance expenditure is expected to escalate and standard warranty has expired. An additional requirement that commenced during the year is the GPS tracking system, with installation of the system required in new vehicles and the transfer of equipment from replaced vehicles. Fleet numbers have increased in excess of 20% in the past five years.

Asset management – property management

During 2012–2013 it was successfully submitted to the Minister that a proactive asset management approach needed to be applied to the maintenance of regional facilities. Due to the remote location of offices a 'reactive' maintenance approach had proven to be exceptionally expensive in terms of urgent repairs of critical items such as plumbing and air conditioning. Past acceptance of 'bush standard' facilities is now considered contrary to modern work health and safety requirements. The Minister approved an annual budget increase of \$385,000 to pursue this objective.

A major upgrade and improvement to the Lajamanu Regional Office was substantially completed and will be finalised early in 2013–2014. Lajamanu suffers from a severe shortage of residential accommodation, so the Minister approved additional funding to incorporate two small visiting staff accommodation units within the office complex. In addition the office has been completely upgraded and a separate meeting facility developed with kitchenette and toilet facilities, to service regular meeting consultations.

Regional offices

Tennant Creek Regional Office

The Tennant Creek Regional Office (TCRO) supports all CLC activities in the region including Mining, Leasing, Native Title, Land Management, Rural Enterprise, Land Tenure and regional operational support. The TCRO staff currently comprise a manager, senior project officer (2IC), two assistant project officers, reception/administration officer, anthropologist, regional Land Management officer and a Ranger Unit comprising a coordinator and eight full time ranger staff.

It has again been a very exciting period in Tennant Creek this year, which has seen the regional office undertake extensive work on the Phillip Creek native title research claim, constant mining activities throughout the region and land management workloads growing, with an increase in fire burning on country and Caring for Country trips undertaken.

TCRO also successfully hosted the triennial Council elections again, as well as the Strong Aboriginal Governance Summit.

Environment protection and biodiversity

Under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* Commonwealth authorities must now include a report on environmental matters, to:

- Report how activities have accorded with the principles of ecologically sustainable development (ESD).
- Identify how outcomes contributed to ESD.
- Document impact upon the environment and measures taken to minimise those impacts.
- Identify the review mechanisms in place to review and increase the measures taken to minimise its impact upon the environment.

Although not obligatory, the Department of Sustainability, Environment, Water, Population and Communities provides guidelines and performance indicators for meeting reporting obligations. This is the second time that the CLC is reporting on its impact on the environment. Especially note that various aspects of the CLC's operations are specifically concerned with the

environment in which the CLC operates, and reference should also be made to those other outputs in this report, in particular the Land and Natural Resource Management output 1.2.

Other corporate management actions taken by the CLC in respect to environmental matters include:

- Developing, in conjunction with its strategic planning, a performance information framework.
- Sustainability and environmental impact measures.
- Including in this report the recommended environmental measures for all Commonwealth authorities (see table below).
- In accordance with the Enterprise Agreement (2012–2015) a comprehensive transportation review commenced, to be completed late in 2013. It is expected that the study will result in recommendations to improve transportation efficiency. Fuel consumption currently represents approximately 57% of the CLC's CO₂ emissions.

Notes to table overleaf:

Note 1: CLC 10kw solar panels activated on 18/06/2011.

Note 2: Removed by muster solely operated by the CLC.

Note 3: A small percentage of those camels were shot on pastoral land (not ALT), approx. 5,000–10,000.

Note 4: The Central Land Council is working with the Department of Land and Resource Management under the national 'Australian Feral Camel Management Project' to control camels on Aboriginal land within the CLC region. A large number of broad scale aerial culls have been completed between 2009 and 2013 on Aboriginal land after extensive consultations with traditional owners.

Note 5: A cull of feral horses and some camels was held in early June 2013. This was a joint operation between CLC, Department of Land & Resource Management and Parks and Wildlife Service. It was an emergency operation to significantly reduce the number of horses and other large feral herbivores (camels and donkeys) from one particular location as some major animal health issues had emerged due to large numbers of ferals on the land.

Note 6: United Nations FAO 2006.

	Performance measure	Indicator(s)	Measure	2009/10	2010/11	2011/12	2012/13
Energy efficiency	Total consumption of energy – this includes all energy consumed when undertaking the functions of the agency, such as energy consumed for office buildings and transportation	Electricity purchased	\$	129,645	140,064	134,533	169,668
		Electricity consumed	kWh	692,933	655,780	636,351	691,822
		Gas purchased	\$	27,671	44,271	33,335	24,803
		Other fuels purchased/consumed	L	547,256	476,516	453,000	472,704
		Air travel distances	km	740,247	850,448	878,921	808,780
	Greenhouse gas emissions	Air travel CO ₂	tonnes	80.5	106.5	111.0	101.6
		Electricity CO ₂	tonnes	845.4	800.1	776.3	844.0
		Gas CO ₂	tonnes	38.2	54.4	38.6	27.5
		Other fuels CO ₂ ; tonnes	tonnes	1,477.6	1,286.6	1,223.9	1,276.3
		Total CO₂ emissions	tonnes	2,442	2,248	2,150	2,249
Relative energy use per employee	Electricity used	KWh p/e	3,315.5	2,954.0	2,932.5	3,057.1	
	Gas used	Gj p/e	108.1	144.9	153.6	109.6	
	Other fuels used	L p/e	3,542	2,146	2,088	2,089	
Renewable energy (Note 1)	Electricity produced	kWh	N/A	N/A	17,003	17,610	
	Savings	\$	N/A	N/A	3,911	4,050	
	CO ₂ savings	tonnes	N/A	N/A	11.7	12.2	
	Renewable electricity in % of total electricity consumed and produced	% kWh	N/A	N/A	2.6	2.5	
Waste	Total waste – going to landfills	Amount - going to landfills (cbm)	cbm	411	466	474	464
	Total waste – going to recycling facilities	Amount - going to recycling facilities (cbm)	cbm	219	219	296.6	187
	Relative waste production	Amount of waste per employee (cbm)	cbm	3.43	3.09	3.43	2.88
Water	Total consumption of water	Amount of water consumed (kL)	kL	4,653	6,733	7,026	9,722
	Relative water consumption	Total water use	kL p/e	22.3	30.3	32.4	43.0
CO ₂ offsets	Camels removed under CLC Feral Camel project by muster (Note 2 & 4)	Camels removed	number	N/A	N/A	309	480
		CO ₂ emission savings (.96tCO ₂ e/camel/year)	tonnes	N/A	N/A	297	460.8
	Camels removed under CLC Feral Camel project by management (Note 3 & 4)	Camels removed	number	N/A	N/A	N/A	37,752
		CO ₂ emission savings (.96tCO ₂ e/camel/year)	tonnes	N/A	N/A	N/A	36,242
	Horses removed in joint management (Note 5)	Horses removed	number	N/A	N/A	N/A	3,658
		(1.29t CO ₂ /horse/year) (Note 6)	tonnes	N/A	N/A	N/A	4,609

p/e per employee