

# CORPORATE MANAGEMENT

## MANAGEMENT AND ACCOUNTABILITY

### The CLC practices:

- best practice accounting, financial management, and performance reporting
- robust medium- and long-term financial planning
- maintenance and development of compliant accounting and financial management systems
- provision of 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
- management of procurement of funds to sustain and advance the CLC strategic and operational plans and performance of statutory functions
- administration and monitoring compliance with all statutory regulatory requirements
- recruitment, training and development opportunities for staff
- the support of Aboriginal corporations in the management and administration of their affairs

The CLC was a body under the *Commonwealth Authorities and Companies Act 1997* (the CAC Act) 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* (the Native Title Act), and various sections of that act apply to financial reporting requirements. The *Public Governance, Performance and Accountability Act 2013* has replaced the CAC Act, but the requirements will only apply to the next annual report. The Finance Minister did not grant an exemption to the CLC from any requirements of the Commonwealth Authorities Annual Reporting Orders.

In collaboration with the Office of Indigenous Policy Coordination, the outcomes and outputs framework was approved by the minister. The framework provides a basis for preparing budget estimates and reporting on performance and utilisation of resources. The

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 additional expanded compliance and governance activity demanding additional compliance resource application.

### Ministerial directions

There were no directions, general policies or general policy orders issued by the responsible minister for the financial year.

## FINANCIAL MANAGEMENT

### Estimates review

The CLC submits estimates of administrative expenditure to the minister on an annual basis. The CLC also makes special 'additional estimates' submissions to obtain essential additional resources that arise due to services demand since the original estimates. Once approved, the estimates provide the CLC funding for operational expenses, salaries and wages, and capital expenditure for the financial year. The minister approved approximately \$15.3 million of funding from the Aboriginals Benefit Account (ABA). The CLC subsequently submitted an additional estimates request, for various purposes including compliance with protective security and national archives requirements, but the request was denied.

### Reporting

The CLC submitted a half-yearly performance and operations report to the minister in January 2014 to meet its funding agreement and legislative obligations.

The Australian National Audit Office (ANAO) is required 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 as to whether the financial statements give a true and fair view. The financial statements for the year ended 30 June 2014 have been audited and an audit opinion has been issued by the ANAO indicating that the statements are free from material misstatement.

The CLC's reporting responds to CAC, Financial Management Orders (FMOs) issued by the Finance Minister and Australian Accounting Standards (AAS), including the Australian Accounting Interpretations.

### **Risk management and fraud control**

During the year the CLC reviewed its Risk Management Plan and Framework based upon advice and support from PwC Risk Assurance during the previous financial year. A risk management plan, including risk assessment and profile and a risk appetite assessment, was approved by the Executive in December 2013.

The CLC again engaged in the annual Comcover Risk Management Benchmarking survey for assessing improvements. The result of the 2014 survey was a score of 5.2, compared to a score of 3.2 in 2013, which represented a substantial improvement attributable to the efforts to finalise a new risk management plan during the year. The improved outcome was rewarded by an increase in the annual premium discount.

The Commonwealth Fraud Control Guidelines applied to all agencies covered by the FMA Act and bodies covered by the CAC Act receiving at least 50% of operational funding from the Commonwealth or a Commonwealth agency. ANAO guidelines provide the basis of better practice approaches for fraud control. The director certified that the required fraud data has been collected and reported as required under the Commonwealth Fraud Control Guidelines 2011. A review of its fraud control guidelines, in conjunction with the audit committee, was last undertaken in 2012–13. It included the requirement for regular maintenance of a fraud incident register on an ongoing basis.

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. The instrument is reviewed from time to time to take into account changes in the value of money and organisation structure.

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. In June 2014 the general manager presented the CLC's

risk management plan to the National Native Title Conference.

### **Judicial decisions and reviews by outside bodies**

There were no judicial decisions and reviews by outside bodies.

### **Audit committee**

The committee comprises three independent members. Bill McAinsh (partner of Deloitte), Danny Masters (lawyer) and Bruce Walker (executive officer and director of the Centre for Appropriate Technology Inc. and chair/director of CAT Projects Pty Ltd.) were appointed to the CLC Audit Committee in 2010. Bill McAinsh resigned in December 2013 due to an international work commitment and was replaced by Adrian Watts CA (corporate director at National Australia Day Council). Bruce Walker is the chair. The committee met three times. It 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 a specific invoiced amount for general liability and professional indemnity insurance.

### **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.

No significant events referred to in s.15 of the CAC Act (requiring notification to the responsible minister) took place during the financial year.

## Amounts paid to consultants

Consultant	2013-14
<b>Anthropology</b>	<b>22,000</b>
GEOFFREY BAGSHAW	22,000
<b>Community Development</b>	<b>25,913</b>
PETRONELLA VAARZON-MOREL	14,915
S OSBORNE CONSULTANCY	10,998
<b>Corporate Services &amp; Finance</b>	<b>447,913</b>
CENTRAL DESERT TRAINING PTY LTD	83,785
DAVE RICHARDS	14,870
DAVID AVERY LAWYER	24,000
DAVID JAGGER	16,091
DELOITTE TOUCHE TOHMATSU	48,750
FELICITY MEAKINS	16,000
GILLIAN AKERS	45,819
HENDER CONSULTING	14,595
JIMMY WEINER PTY LTD	47,675
JOHN MORTON	14,652
KATIE ALLEN	10,950
MLCS CORPORATE	32,790
RED CIRRUS SERVICES PTY LTD	13,120
SECURITY & TECHNOLOGY SERVICES	10,500
SUSAN DONALDSON	24,470
THE UNIVERSITY OF QUEENSLAND	14,000
WHITDENN DATA SOLUTIONS	15,847
<b>Land Management &amp; Ranger Program</b>	<b>486,150</b>
BEIT HOLMES AND ASSOCIATES PTY LTD	20,898
CENTRE FOR APPROPRIATE TECHNOLOGY	31,511
CREATING COMMUNITIES AUST	75,721
DIANE SMITH	26,000
KATELIJNE LENAERTS	10,980
LA TROBE UNIVERSITY	165,145
NATIONAL SAFETY COUNCIL OF AUSTRALIA LTD	28,226
NIC GAMBOLD	20,453
REBEL FILMS PTY LTD	32,000
STEVE ADLER ARCHITECTURAL	16,750
SUSAN DUGDALE & ASSOCIATES	14,566
TROPIC PRODUCTIONS	21,750
WW CONTRACTING	12,150
YUENDUMU SCHOOL COUNCIL	10,000
<b>Mining</b>	<b>31,119</b>
OLAF GEERKEN	17,892
SALLY HODSON	13,227
<b>Miscellaneous</b>	<b>161,009</b>
ASE OTTOSON	3,000
DR JEANNIE DEVITT	1,545
HERMANNsburg VOLUNTEER UNIT	4,545
ADRIAN WATTS	1,000
BCA ENGINEERS	950
BRUCE TAYLOR	1,800
CATH O'LEARY	4,250
CENTRAL DESERT SHIRE COUNCIL	959
DANIEL VACHON	4,800
DR SANDRA PANNELL	3,600
DRIVER WEB DESIGNERS	130
HEALTHY OUTLOOK	4,000
HENBURY STATIONS - TIMANDA	4,275

Consultant	2013-14
JEREMY DORE	4,000
KIM MAHOOD	810
LHERE ARTEPE ABORIGINAL CORP	409
MALONEY FIELD SERVICES	2,000
MS MARY ANDERSON	420
NATIONAL AUSTRALIA BANK	103
NATALIE KWOK	7,200
NATIONAL NATIVE TITLE COUNCIL	1,500
NJA CONSULTING PTY LTD	742
NT BUILD	382
PROFESSIONAL ADVANTAGE	2,865
R J HOWELLS PTY LTD	9,516
RAELENE BEALE	3,205
RIGHTSIDE RESPONSE PTY LTD	600
SWEL PTY LTD	1,575
WEBSECURE TECHNOLOGIES PTY LTD	390
ABACAP	250
ABORIGINAL INTERPRETER SERVICE	6,580
ANNA CADDEN	300
CAAMA	750
CENTRAL BUILDING SURVEYORS	370
CSIRO	9,000
DAVID BLACKMAN	300
DAVID MOORE	1,020
DELAROSS CONTRACTING	5,298
DESERT CONNECTIONS	341
DESERT WILDLIFE SERVICES	6,225
GEORGIA CURAN	2,200
IMPACT DIGITAL PTY LTD	805
JENNY GREEN	6,545
KAMIKU ARANGKA	1,265
KATELND GRIFFIN	1,000
KATHY TOZER	897
KEN HANSEN	1,663
LANGFORD CONSULTING PTY LTD	3,825
LENA TAYLOR	300
LINDA RIVE	3,192
MALONEY FIELD SERVICES	875
MARLENE HODDER	770
MARUKU ARTS	2,000
NATALIE TURNER CAPPARIS PARK	1,000
PEOPLE & PLANET GROUP PTY LTD	580
PRAXIS CONSULTANTS	1,600
RECEIVER OF TERRITORY MONIES	3,249
RED CENTRE PEST CONTROL	300
SAMANTHA DISBRAY	1,983
SUZIE BRYCE	2,640
T J SIGNS	5,015
TINA TILHARD	8,940
WA LOW ECOLOGICAL SERVICES	3,150
YUENDUMU MINING CO N L	390
ARRKERNKW	1,200
LENA TAYLOR	4,620
<b>Grand Total</b>	<b>1,174,104</b>

## 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.

### Employee profile

Part-time and full-time salaries paid from 1 July 2013 to 30 June 2014 expressed as full-time equivalent (FTE)

Salary classification	All staff	Aboriginal	Aboriginal %	Non-Aboriginal	Non-Aboriginal %	Female	Female %	Male	Male %
Chair	1	1	100%					1	100%
SES 2	1	1	100%					1	100%
SES 1	2			2	100%			2	100%
Senior managers	2			2	100%			2	100%
SOG A	9			9	100%	6	67%	3	33%
SOG B	8			8	100%	5	64%	3	36%
SOG C	24	5	20%	19	80%	13	55%	11	45%
ASO 6	70	12	17%	58	83%	33	47%	37	53%
ASO 5	22	11	50%	11	50%	12	54%	10	46%
ASO 4	27	19	68%	8	32%	13	47%	14	53%
ASO 3	10	9	94%	1	6%	5	45%	5	55%
ASO 2	43	42	99%	1	1%	10	22%	33	78%
ASO 1	2	2	100%			1	80%	0	20%
<b>Total</b>	<b>221</b>	<b>102</b>	<b>46%</b>	<b>119</b>	<b>54%</b>	<b>98</b>	<b>44%</b>	<b>123</b>	<b>56%</b>

Head count of part-time and full-time staff salaried persons as at 30 June 2014

Salary classification	All staff	Aboriginal	Aboriginal %	Non-Aboriginal	Non-Aboriginal %	Female	Female %	Male	Male %
Chair	1	1	100%					1	100%
SES 2	1	1	100%					1	100%
SES 1	2			2	100%			2	100%
Senior managers	2			2	100%			2	100%
SOG A	8			8	100%	6	75%	2	25%
SOG B	8			8	100%	5	63%	3	38%
SOG C	24	4	17%	20	83%	14	58%	10	42%
ASO 6	72	12	17%	60	83%	36	50%	36	50%
ASO 5	22	10	45%	12	55%	12	55%	10	45%
ASO 4	27	18	67%	9	33%	14	52%	13	48%
ASO 3	10	9	90%	1	10%	5	50%	5	50%
ASO 2	55	55	100%			13	24%	42	76%
ASO 1	3	3	100%			2	67%	1	33%
<b>Total</b>	<b>235</b>	<b>113</b>	<b>48%</b>	<b>122</b>	<b>52%</b>	<b>107</b>	<b>46%</b>	<b>128</b>	<b>54%</b>

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

The CLC employed a total of 108 casual staff members.

## Casual staff employed from 1 July 2013 to 30 June 2014 expressed as FTE

	All Casual Staff	Aboriginal	Non-Aboriginal	Female	Male
SOG B	0.1		0.1	–	0.1
SOG C	0.4		0.4	0.2	0.2
ASO 6	1.3		1.3	0.4	0.9
ASO 5	1.6	0.3	1.3	1.1	0.5
ASO 4	0.1	0.1	–	–	0.1
ASO 3	–	–	–	–	–
ASO 2	12.1	12.1	–	3.9	8.2
ASO 1	0.4	0.4	–	–	0.4
Total	16.0	12.9	3.1	5.6	10.4

As at 30 June 2014 there were 16 unfilled vacancies across the organisation.

### Staff development and training

The CLC is committed to ongoing professional development of its workforce and supports access to appropriate training. It developed strategies to facilitate employment and career development for Aboriginal staff, currently comprising 48% of the total 235 staff employed. This commitment is reflected 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 complete a compulsory three-day induction and a cross-cultural program which provides them with a comprehensive insight into the functions of the CLC, 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 help 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.

A total of 408 employees attended 60 needs-based short courses, conferences or information seminars/workshops.

### Achievements

- Nine new study agreements entered into.
- Three cadets employed through the national Indigenous cadetship support program.
- Continuing professional development programs for CLC employees.
- Coaching and mentoring sessions for 16 senior staff members.

### Equal opportunity

The CLC provides a working environment that recognises staff as valued organisation members

who are treated fairly and are acknowledged in the organisation's success. Equal opportunity supports the development and implementation of strategically based antidiscrimination, 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 (WH&S)

### WH&S commitment statement

The CLC is committed to providing a safe workplace. It recognises that it has a primary duty of care to its employees, traditional Aboriginal landowners and other persons in relation to the work the CLC undertakes.

It will provide a safe environment for all employees, constituents, contractors and visitors at all the places we work. Its people and their involvement and commitment to safe work make the CLC successful.

The CLC does by:

- implementing safe systems of work which meet legislative requirements. Our responsibilities and system framework is outlined in our Work Health and Safety Management Arrangements
- consulting with and educating our employees in safe work practices and their responsibility to work safely
- monitoring how well we safely work by internal and external audits and seeking to improve what we do measuring our performance against safety objectives and targets
- identifying risks and implementing controls to reduce risk to as low as reasonably practicable

- encouraging safety leadership throughout the organisation and to celebrate safety achievements.

The CLC is committed to meeting its obligations under the *Work Health and Safety Act 2011* (the WHS Act) and supports the development of strategically based health and safety programs.

The CLC began a project to review and refresh its safety management systems. Beginning with an external audit conducted by Comcare, the CLC developed a new WH&S commitment statement, management arrangements and a number of related policies and procedures. This project is consultative in its approach, engaging an expanded and broader representative WH&S committee and providing regular updates to all employees. The project will be completed by the end of 2014.

The CLC also put in place processes to mitigate our most significant risk of injury to CLC staff through the introduction of a GPS monitoring and alert system for remote CLC vehicular travel.

### Reporting requirements under the WHS Act 2011

The following statements are provided in accordance with s.276 of the WHS Act.

Three notifiable incidents were reported to Comcare under s.38 of the WHS Act. 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 s.90 (Provisional Improvement Notices), s.191 (Improvement Notices), s.195 (Prohibition Notices) or s.198 (Non disturbance Notices) of the WHS Act 2011. No Comcare investigations were conducted and the CLC continues to adhere to Comcare guidelines and seeks their support and guidance in managing health and safety risks.

### Performance against the Commonwealth Disability Strategy

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 2007–08, 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](http://www.apsc.gov.au). From 2010–11, departments and agencies have no longer been required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by the National Disability Strategy 2010–2020, which sets out a 10-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high level two-yearly report will track progress against each of the six outcome areas of the strategy and present a picture of how people with disability are faring. The first of these reports will be available in late 2014, and can be found at [www.dss.gov.au](http://www.dss.gov.au).

## INFORMATION SYSTEMS

The primary function of computer services (CS) is to develop, support and maintain modern computing infrastructure, particularly on providing a high level of service to regional offices through the provision of the best available communication systems and remote support services.

The CLC provides a fully networked, standardised computer workstation for all employees except for those employed in ranger programs, providing them with access to e-mail, word processing, Internet browsing and a range of other services made available through the computing infrastructure. CS ensures the integrity and security of the CLC's electronic data through backup systems, secure network access and virus protection. CS also facilitates increased efficiency of the organisation through the development and implementation of new systems that provide improved access to information and communications.

CS 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, funding permitting.

Major achievements of 2013–14 included the:

- implementation of improved WAN network services to regional and remote offices, improvements to regional offices connectivity speed, major server
- remote access upgrades and implementations, as well as ongoing improvements to user services and support.

The CS and mapping unit staff provided outstanding performance throughout the year, and demonstrated a high level of dedication, skill, teamwork and good humour.



Major achievements	Outcome
General operations	Maintained our large, complex ICT network in regional and remote areas with no significant downtime or data loss. 1,600 help desk requests actioned. Fifty-eight new computer user accounts created. 166 security access control cards issued.
WAN Services Upgrade	Implementation of high-speed 100-Mbps connections between the Alice Springs' offices is a significant improvement over the former 2-Mbps service, and is a much more responsive computing environment for the staff at those sites. The same applies to the upgraded services at eight of our regional offices.
Cameron Street site commissioning	Fit-out of the new Ranger Hub office, including all desktop, server and networking gear, as well as phone, alarm and CCTV systems.
Regional office expansion	Following the renovations at the Lajamanu regional office, installed a new site server and improved networking and monitoring systems. New offices were provisioned at Daguragu and Angas Downs.
Replacement of aging switch infrastructure	The purchase of a chassis-based switch for the main office has improved network performance in a virtualised server environment, provided support for VoIP phone hardware, and should reduce the impact of any hardware failures.
Improved remote access platform	The introduction of the Microsoft User Access Gateway Direct Access and Remote Desktop Web Access platforms has resulted in a significantly improved secure VPN network and remote access services. This provides simplified and faster and more responsive access to network services for those staff working at Internet-only remote offices and other off-site locations.
Microsoft Exchange upgrade	A complex and involved process bringing us up to the current mail server version, which has provided a range of immediate minor and major improvements, and a number of options to be explored.
Migration to new backup platform	The ongoing implementation of a Microsoft DPM system has provided enhanced backup and recovery features that simplify administration and improve our minor and major disaster recovery options. Expansion of DFS file replication also provided significant benefits.
Storage expansion and virtualisation	The implementation of increased virtualised storage has allowed us to continue our server virtualisation, improved disaster recovery by leveraging deduplication and replication services, and provided an 'archive' volume for multimedia and other large files.
Migrate to colour MFP	The installation of colour multi-function printers has improved efficiency and the quality of publications being provided to our constituents.
GIS Review	The final GIS Review report provided a number of change recommendations, some of which have already been implemented. It also confirmed that an increasing map production workload and the need to develop 'self-service' mapping applications and expanded GIS support and integration will demand an additional full-time mapping officer.
Main office access control upgrade	The main office access control system was upgraded to supported technology, and is performing well. The new Pacom-based system not only simplifies maintenance operations, it also provides improved administration, monitoring and reporting.

## David Jupurrula Long Resource Centre (Library and Records)

The David Jupurrula Long Resource Centre Information Services (Library & Records) provides a professional research service for all employees of the CLC in accordance with CLC Policy, and the *Strategic Plan 2012–17*.

The CLC's library provides print, online and interlibrary loan services, including a specialist Central Australian research collection made up of rare books and journals. The library has acquired 246 new items either by purchase, use of interlibrary loans or online services and holds 21,464 items.

The records unit, which includes archives, is managed in accordance with records management association of Australia's standards and in compliance 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*. It holds 76,114 titles.

In 2013 an electronic document records management systems (EDRMS) consultancy proposal was completed in consultation with the CLC of a comprehensive review of CLC's electronic record requirements in response to the Commonwealth government's digital transition policy. This policy aims to move Commonwealth agencies to digital recordkeeping for efficiency purposes and includes all agencies regardless of their legislative status. Records that are created digitally after 2015 will be accepted for transfer to the national archives in digital formats only. The EDRMS will also be essential to meet Commonwealth protective security policy requirements. The proposal is with the Minister and has not as yet been funded.

The resource centre currently uses the trimagic information management systems for libraries and TRAKS for limited records tracking.

## ASSET MANAGEMENT

### Fleet management

The CLC owns and manages a substantial fleet including 4WDs, people movers, medium and rigid trucks. The fleet management strategy aims to ensure reliable, safe and robust vehicles that are fit for use in remote locations. The objective is to replace the majority of the fleet every three to four years, depending on use, as it is generally proven that when remote operational vehicles have reached their optimal age, warranty has expired and maintenance expenditure is expected to escalate past this period.

A key priority has been to increase the safety and communication between head office and vehicles travelling remotely. The introduction of the Navman wireless satellite fleet tracking system has enabled real time tracking of all vehicles no matter how remote. This has allowed the CLC to manage the safety of employees, constituents and traditional owners whilst meeting its duty of care responsibilities. Furthermore, this year it engaged an external monitoring centre to monitor the critical and duress alerts in all vehicles around the clock. The system provides the CLC with the confidence that if a vehicle incident occurred in a remote location, it is able to respond quickly and appropriately. The system also provides a manually activated emergency alert button. Another benefit of the system has been the scheduled maintenance checks of all vehicles. The system generates vehicle servicing alerts after they travel a certain distance. The CLC's service delivery has become more efficient due to prompt attention to remote servicing needs of all vehicles.

### Achievements

- Commissioning the replacement of the prime mover and trailer of the regional services unit (RSU), to be completed in 2014–15. While essential to CLC consultations as they support and cater for all regional meetings, the old trailer lacked functionality and safety features. Their layout was changed and safety requirements were updated to allow easier access to the trailer.
- Changes to the layout of the newly purchased troop carriers to increase safety for drivers and passengers. Seating arrangements were revised and the suspension was upgraded for improved handling and performance.

### Property management

The CLC has three offices in Alice Springs and eight regional offices, as well as local and regional staff accommodation. These assets represent a significant portion of the CLC's asset register. The building asset management strategy combines engineering, financial and economic practices with the objective of providing an acceptable level of service in a cost effective manner. The CLC has started a more proactive approach to the management of these assets, by compiling an asset register including site inspections, where it documents the condition, layout and function of these buildings. This also allows prioritisation of future works, minor works, minor maintenance and capital works. The CLC has also established a contract register outlining preferred suppliers and/or contractors who are able to respond to its regional



needs. This has made reactive responses to building issues more cost effective.

### Achievements

- Construction of a disabled ramp at the CLC's head office in Alice Springs. The project has improved access and amenity for people entering the building. Funded by an ABA grant and constructed to Australian standards by a local contractor, it was delivered on time and under budget.
- Major project works at Lajamanu regional offices including the construction of a new ranger work shed, visiting staff accommodation and new meeting place facility for regional meetings. This project has dramatically improved the purpose of the building. It offers clean, tidy and suitable office space for various regional and visiting staff, as well as space for various regional meetings.
- Major refurbishment of the Cameron Street ranger hub. Completed as part of the CLC ranger program to accommodate training and support for the rangers, the works included new meeting areas, office spaces including hot desks and changes to the shed layout for training and development. The CLC chair officially opened the building in March 2014.

### TENNANT CREEK REGIONAL OFFICE

The Tennant Creek Regional Office (TCRO) supported all CLC activities throughout the region, including mining, community development, native title, land

management, leasing, rural enterprise, land tenure and regional outcomes. The TCRO comprises a manager (responsible to the general manager), project and administrative staff as well as specialist technical staff. It also accommodates a ranger unit including a coordinator and eight Indigenous rangers.

The TCRO assisted the CLC to fulfil its duties and provided strong support to its constituents. It also hosted one Council meeting.

### ENVIRONMENT PROTECTION AND BIODIVERSITY

Under s.516A of the *Environment Protection and Biodiversity Conservation Act 1999* Commonwealth authorities must 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 their 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 the Environment provides guidelines and performance indicators for meeting reporting obligations. This is the first 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:

- further development of performance information framework commencing with the development of performance metric 'dashboards'
- including in this report the recommended environmental measures for all Commonwealth authorities (see table below)
- in accordance with the CLC enterprise agreement (2012–15) a comprehensive transportation review commenced, originally to be completed in 2013 but delayed until 2014. The CLC expects that the study will recommend improvements of transportation efficiency. Fuel consumption currently represents approximately 57% of the CLC's CO<sub>2</sub> emissions.



	Performance measure	Indicator(s)	Measure	2009–10	2010–11	2011–12	2012–13	2013–14
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	210,865
		Electricity consumed	kWh	692,933	655,780	636,351	691,822	708,093
		Gas purchased	\$	27,671	44,271	33,335	24,803	23,979
		Other fuels purchased/consumed	L	547,256	476,516	453,000	472,704	569,524
		Air travel distances	km	740,247	850,448	878,921	808,780	903,664
	Greenhouse gas emissions	Air travel greenhouse gas (CO <sub>2</sub> )	tonnes	80.5	106.5	111.0	101.6	103.6
		Electricity greenhouse gas (CO <sub>2</sub> )	tonnes	845.4	800.1	776.3	844.0	863.9
		Gas greenhouse gas (CO <sub>2</sub> )	tonnes	38.2	54.4	38.6	27.5	29.3
		Other fuels greenhouse gas (CO <sub>2</sub> ;tonnes)	tonnes	1,477.6	1,286.6	1,223.9	1,276.3	1,537.7
		Total CO <sub>2</sub> emissions	tonnes	2,442	2,248	2,150	2,249	2,534
	Relative energy use per employee	Electricity used	KWh per employee	3,315.5	2,954.0	2,932.5	3,057.1	3,133.2
		Gas used	Gj Per employee	108.1	144.9	153.6	109.6	106.1
		Other fuels used	L per employee	3,542	2,146	2,088	2,089	2,520
	Renewable Energy (Note 1)	Electricity produced	kWh	N/A	N/A	17,003	17,610	34,833
		Savings	\$	N/A	N/A	3,911	4,050	10,910
CO <sub>2</sub> savings		tonnes	N/A	N/A	11.7	12.2	24.0	
Renewable electricity in % of total electricity consumed and produced		% kwh	N/A	N/A	2.6	2.5	4.7	
Waste	Total waste – going to landfills	Amount – going to landfills (cbm)	cbm	411	466	474	464	467
	Total waste – going to recycling facilities	Amount – going to recycling facilities (cbm)	cbm	219	219	270	187	177
	Relative waste production	Amount of waste per employee (cbm)	cbm	3.43	3.09	3.43	2.88	2.85
	Total consumption of water	Amount of water consumed (KL)	kl	4,653	6,733	7,026	9,722	5,851
Water	Relative water consumption	Total water use	kl per employee	22.3	30.3	32.4	43.0	25.9

	Performance measure	Indicator(s)	Measure	2009–10	2010–11	2011–12	2012–13	2013–14
Co2 offsets	Camels removed under CLC Feral Camel project by muster. (Note 2 & Note 4)	Camels removed	number	N/A	N/A	309	480	562
		CO <sub>2</sub> emission savings (.96tCo <sub>2</sub> e/camel/year)	tonnes	N/A	N/A	297	461	540
	Camels removed under CLC Feral Camel in joint management. (Note 3 & Note 4)	Camels removed	number	N/A	N/A	N/A	37,752	24,000
		CO <sub>2</sub> emission savings (.96tCo <sub>2</sub> e/camel/year)	tonnes	N/A	N/A	N/A	36,242	23,040
	Horses removed in joint management. (Note 5)	Horses/donkeys removed	number	N/A	N/A	N/A	3,658	8,038
		(1.29t CO <sub>2</sub> /horse/year)	tonnes	N/A	N/A	N/A	4,609	10,369

**Notes:**

**Note 1:** CLC 10kW solar panels activated in June 2011; additional 10kW added to Stuart Highway June 2013; total capacity = 20kW

**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 CLC is working with the Department of Land and Resource Management (DLRM) 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 2009–13 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, DLRM 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.



Working camels up the race at Undurana.