

# CORPORATE MANAGEMENT

## MANAGEMENT AND ACCOUNTABILITY

The CLC is committed to:

- best practice accounting, financial management, and performance reporting, including achievement of unmodified audit reports every year and financial sustainability
- robust corporate and medium- and long-term financial planning
- 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 corporate 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 administration of their affairs.

The CLC was a body under the *Commonwealth Authorities and Companies (CAC) 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* replaced the CAC Act from July 2014, but the requirements will only apply to the next annual report.

In collaboration with the Office of Indigenous Policy Coordination, the outcomes and outputs framework was approved by the Minister in 2007. 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 additional expanded compliance and governance activity demanding additional compliance resources.

## 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. It 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 \$15.162 million of funding from the Aboriginals Benefit Account (ABA) for 2014–15. The CLC subsequently submitted an additional estimates request for various purposes including compliance with protective security and national archives requirements. This variation was approved.

### Reporting

The CLC submitted a half-yearly performance and operations report to the Minister in January 2015 to meet its funding agreement and legislative obligations.

The Australian National Audit Office (ANAO) performs the annual audit of CLC financial statements. The purpose of the audit is for the ANAO to determine whether the financial statements give a true and fair view. The financial statements for the year ended 30 June 2015 have been audited and ANAO has issued an audit opinion indicating that the statements are free from material misstatement.

### Risk management and fraud control

During the year the CLC completed its annual review of its risk management plan and framework, based upon the plan approved in the previous financial year. A revised risk management plan, including risk assessment and profile and a risk appetite assessment, was approved by the Accountable Authority (the CLC chair and director) in December 2014.

The CLC again engaged in the annual Comcover risk management benchmarking survey, and continued to use components of the survey in the proposed

framework review for assessing improvements. In previous years an improved outcome was rewarded by a reduction in the annual insurance premium. However, this scheme has been discontinued as the requirement is now mandatory under the PGPA Act.

The Commonwealth Fraud Control Framework provides the basis for fraud control framework. The Accountable Authority takes all reasonable measures to prevent, detect and deal with fraud, including data collection and reporting and investigation. The Accountable Authority certified that the required fraud data has been collected and reported as required. A review of its fraud control guidelines, in conjunction with the CLC's Audit Committee, was last undertaken in 2012–13. It included the requirement for regular maintenance of a fraud incident register being maintained 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 ongoing review. Staff and management operate under Accountable Authority Instructions which document an appropriate financial delegations and authorities framework. The instructions are reviewed from time to time to take into account changes in the value of money and organisation structure. They were last reviewed in conjunction with the implementation of the Commonwealth PGPA Act from 1 July 2014.

A code of conduct prescribes personal and professional behaviour and ethics in the workplace.

### Judicial decisions and reviews by outside bodies

There were no judicial decisions and reviews by outside bodies.

### Audit Committee (s.45, PGPA Act)

The committee comprises three independent members. Adrian Watts (formerly executive officer of the Australia Day Council) was appointed in 2013. Danny Masters (lawyer) and Dr Bruce Walker (chair/director of CAT Projects Pty Ltd) were appointed in 2010. Dr Walker is the chair. The committee met three times during the financial year. It oversees an agreed work plan and audit committee charter aligned to the ANAO *Better Practice Guide on Audit Committees*. The audit committee prepares an annual report on its activities for the Accountable Authority.

## 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.

## Duty to keep the Minister/Finance Minister informed (s.19, PGPA Act)

No requirements referred to in s.19 of the PGPA Act (requiring notification to the responsible minister) took place during the financial year.

## Freedom of information

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.



CLC cadets Rona Glynn-McDonald and Leonie Jones enjoy a break from a Council meeting.

## Amounts paid to consultants

Consultant	2014–15
<b>Anthropology</b>	<b>37,775</b>
GEOFFREY BAGSHAW	37,775
<b>Community development</b>	<b>52,232</b>
ANTHROPOS CONSULTING SERVICES	4,500
IAN MUNRO CONSULTING	20,800
LA TROBE UNIVERSITY	8,750
MLCS CORPORATE	18,182
<b>Corporate services &amp; finance</b>	<b>163,137</b>
ABACAB OFFICE	0
BEIT HOLMES AND ASSOCIATES P/L	48,359
BRUDERLIN MACLEAN PUBLISHING SERVICES	3,120
DELOITTE TOUCHE TOHMATSU	4,750
DR WM WILLIAMS	7,273
GHD PTY LTD	2,200
GILLIAN AKERS/AKERS CONSULT	26,500
HEALTHY OUTLOOK	3,600
INTEGRATED VALUATION SERVICES (NT)	1,500
KENDARI PRECISIONRY	0
PETRONELLA VAARZON-MOREL	28,100
PROFESSIONAL ADVANTAGE	0
RED CIRRUS SERVICES PTY LTD	28,880
SILLER SYSTEMS ADMINISTRATION	2,255
WHITDENN DATA SOLUTIONS	6,600
<b>Land management &amp; ranger program</b>	<b>323,130</b>
COLIN STANTON	4,800
COLLEEN O'MALLEY	7,360
CREATING COMMUNITIES AUST	62,590
DESERT WILDLIFE SERVICES	11,880
DR GUY FITZHARDINGE AM	3,200
ENVIRONMENTAL SYSTEMS SOLUTIONS PTY LTD	81,670
ERIKA CHAROLA	0
INDIGENOUS COMMUNITY TELEVISION LIMITED	3,000
KATELIJNE LENAERTS	44,920
MICHAEL HILL	1,780
PEOPLE & PLANET GROUP PTY LTD	0
SUSAN DUGDALE & ASSOCIATES	0
WULAIN HOMELANDS COUNCIL ABORIGINAL CORPORATION	101,930
<b>Mining</b>	<b>32,200</b>
OLAF GEERKEN	32,200
<b>Native title</b>	<b>289,468</b>
AKA CONSULTING	53,000
ENVIRONMENTAL & CULTURAL	9,000
FELICITY MEAKINS	5,000
JAMES WEINER PTY LTD	57,783
JOHN MORTON	62,200
MICHAEL CAWTHORN	40,000
NATALIE KWOK	4,500
NATIONAL NATIVE TITLE COUNCIL	10,000
NATIVE TITLE COUNCIL	5,000
SUSAN DONALDSON	42,985
<b>Grand total</b>	<b>897,941</b>

## EMPLOYEE PROFILE

Part-time and full-time salaries paid from 1 July 2014 to 30 June 2015 expressed as full-time equivalent (FTE)

Salary classification	Sum of FTE actual contracted	Aboriginal	%	Non-Aboriginal	%	Female	%	Male	%
SES	3	1	33%	2	67%	0	0%	3	100%
SOG A	11	0	0%	11	100%	7	64%	4	36%
SOG B	9	0	0%	9	100%	6	68%	3	32%
SOG C	25	5	22%	20	78%	11	44%	14	56%
ASO 1	7	7	100%	0	0%	4	55%	3	45%
ASO 2	40	40	100%	0	0%	9	23%	31	77%
ASO 3	11	10	90%	1	10%	7	64%	4	36%
ASO 4	26	19	73%	7	27%	12	46%	14	54%
ASO 5	19	10	53%	9	47%	9	48%	10	52%
ASO 6	70	12	17%	58	83%	34	48%	36	52%
<b>Total</b>	<b>221</b>	<b>104</b>	<b>47%</b>	<b>117</b>	<b>53%</b>	<b>99</b>	<b>45%</b>	<b>122</b>	<b>55%</b>

Part-time and full-time staff salaried persons as at 30 June 2015

Salary classification	Sum of FTE actual contracted	Aboriginal	%	Non-Aboriginal	%	Female	%	Male	%
SES	3	1	33%	2	67%	0	0%	3	100%
SOG A	11	0	0%	11	100%	7	64%	4	36%
SOG B	9	0	0%	9	100%	6	67%	3	33%
SOG C	26	6	23%	20	77%	12	46%	14	54%
ASO 1	20	20	100%	0	0%	9	45%	11	55%
ASO 2	69	69	100%	0	0%	18	26%	51	74%
ASO 3	11	10	91%	1	9%	7	64%	4	36%
ASO 4	27	20	74%	7	26%	13	48%	14	52%
ASO 5	20	11	55%	9	45%	9	45%	11	55%
ASO 6	75	13	17%	62	83%	35	47%	40	53%
<b>Total</b>	<b>271</b>	<b>150</b>	<b>55%</b>	<b>121</b>	<b>45%</b>	<b>116</b>	<b>43%</b>	<b>155</b>	<b>57%</b>

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

Casual staff employed from 1 July 2014 to 30 June 2015 expressed as full-time equivalent (FTE)

Classification	All casual staff	Aboriginal	Non-Aboriginal	Female	Male
ASO 1	0.92	0.92	0.00	0.19	0.74
ASO 2	8.85	8.85	0.00	2.82	6.02
ASO 3	0.03	0.03	0.00	0.00	0.03
ASO 4	0.16	0.16	0.00	0.00	0.16
ASO 5	0.69	0.00	0.00	0.47	0.22
ASO 6	0.80	0.00	0.80	0.43	0.37
SOG C	0.16	0.00	0.16	0.16	0.00
<b>Total</b>	<b>11.60</b>	<b>9.96</b>	<b>0.96</b>	<b>4.07</b>	<b>7.53</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.

## STAFF DEVELOPMENT AND TRAINING

The CLC is committed to ongoing professional development of its workforce and supports access to appropriate training, in particular to developing strategies that facilitate employment and career development for Aboriginal staff currently employed.

Staff can access training and further education as part of the CLC Career Development program, enabling staff to receive support and assistance with a range of study and learning options. 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 and 4WD awareness training in their commencement year to assist them perform their roles safely.

A total of 154 staff participated in learning and development (not including the ranger program). A total of 388 staff attended 65 needs-based short courses, conferences or information seminars/workshops during 2014–15.

Achievements in 2014–15 included 11 new study agreements, six cadets employed through the National Indigenous Cadetship Support program, and 16 coaching and mentoring sessions for senior staff.

## WORK HEALTH AND SAFETY (WHS)

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

In 2014 the CLC commenced a project to review and refresh its WHS management system. With the project significantly completed, the CLC will continue to consultatively improve its WHS system. The CLC uses the Comcare WHS management system audit criteria as a framework.

During the reporting year the CLC met its consultative duty with six WHS committee meetings and the review and update of 14 policies/procedures.

During 2014 a GPS monitoring and alert system was implemented to mitigate the CLC's most significant injury risk arising from remote vehicular travel. A process review in May 2015 will result in improvements to the associated remote emergency response plan.

### Reporting requirements under the WHS Act 2011

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

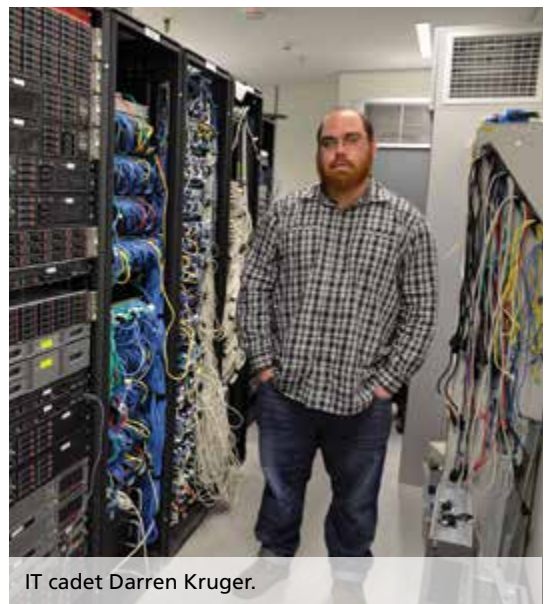
- No notifiable incidents were reported to Comcare under s.38 of the WHS Act.
- No notices were issued under section 90 (Provisional Improvement Notices), s.191 (Improvement Notices), s.195 (Prohibition Notices), s.198 (Non-disturbance Notices) of the WHS Act 2011. No Comcare investigations were conducted in 2014–15.

### WHS 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 its work.

The CLC's people and their involvement and commitment to safe work make the CLC successful. It will provide a safe environment for all employees, constituents, contractors and visitors at all places it works. It will do so in the following ways:

- Implementing safe systems of work which meet legislative requirements. The CLC's responsibilities



IT cadet Darren Kruger.

Major achievements	Outcome
General operations	Maintained a large, complex ICT network in regional and remote areas with no significant downtime or data loss. 1,350 support cases actioned, 46 new user accounts created, 156 access control cards issued.
WAN Services Upgrade	Extended a VPN network to ADSL services at the Arlparra, Papunya and Ti Tree remote offices, increasing staff productivity by significantly improving data transfer speeds, desktop manageability, and the general user experience.
Regional office expansion	Provisioned new offices at Imanpa and Ti Tree.
SharePoint Upgrade	A complex and involved process bringing the CLC up to the current SharePoint version, which has provided a range of immediate minor and major improvements, and a number of options remain to be explored.
Streamlining of OS deployment	Further development of the CLC's system centre infrastructure has streamlined the operating system deployment process, which is now much faster, requires less interaction, and guarantees a standardised, current and complete desktop environment for users.
BitLocker drive encryption	Installation of the BitLocker system and clients has increased data security by encrypting the hard drive contents of the CLC's mobile devices.
Storage expansion and virtualisation	The implementation of increased virtualised storage has allowed the CLC to continue server virtualisation, removing four large 'storage' servers from the its racks and reducing hardware, licensing and power costs.
Secure Wi-Fi network	The implementation of an integrated and centrally managed Wi-Fi network allows staff to seamlessly connect to a secure wireless network, and greatly simplifies allocation of guest access. Coverage and transfer speeds have also improved.
CyberTracker system technical support	Implemented new processes and systems to support the CyberTracker platform, allowing remote staff to capture flora and fauna information in the field and transfer the data to a centralised database.
Unit restructure	Establishing clearly identified 'support' and 'systems admin' roles has improved customer service and the efficiency of system admin staff, who can now work with less interruption.
Mapping Unit	The ever-increasing map production workload prevented the staff from dedicating much time to development projects, but improvements were made to the unit's job and task tracking systems. The mapping staff continue to produce a high quality product that is an essential component of CLC operations.

and system framework are outlined in its work health and safety management arrangements.

- Consulting with and educating the CLC's employees in safe work practices and their responsibility to work safely.
- Regularly monitoring how well it safely works by internal and external audits and seeking to improve what it does by measuring its 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.

## INFORMATION SYSTEMS

The CLC's computer services develops, supports and maintains modern computing infrastructure, particularly focused 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 each of its more than 180 employees (excluding ranger program), providing them with access to email, word processing, internet browsing and a range of other services. The CLC ensures the integrity and security of its electronic data through backup systems, secure network access and virus protection. Staff also make the organisation more efficient through the development and implementation of new systems that provide improved access to information and communications.

The CLC has two specialist staff responsible for maintaining an extensive geographical information system and manipulating geographic data sets to



Resource Centre staff farewell records manager Amy O'Donohoe (with book) after 22 years with the CLC.

produce customised maps. The CLC's computer services unit plans to expand its services with the ongoing development of web-based mapping systems.

The 2014–15 objectives included the ongoing improvement of wide-area network (WAN) network services to regional and remote offices, efficiency gains via server virtualisation, and ongoing improvements to user services and support. As always, computer and mapping staff performed their duties admirably throughout the year, demonstrating a high level of dedication, skill, teamwork and good humour.

## DAVID JUPURRURLA LONG RESOURCE CENTRE (LIBRARY AND RECORDS)

The David Jupurrurla Long Resource Centre provides a professional research service for all employees. The CLC's library offers print, online as well as document delivery and inter-library loan services, including a specialist Central Australian research collection such as journals and rare books. The library holds currently almost 21,000 items.

The CLC's records unit ensures compliance with the *Archives Act 1983* in line with standards provided by the National Archives of Australia and the Records and

Information Management Professionals AustralAsia. It provides access to records as well as promoting awareness of the services. It holds almost 80,000 records and supports the departments with over 19,000 transactions such as requests, loans and returns, and file creations.

A significant achievement in 2014–15 was the digitisation of a number of cultural recordings donated to the CLC from researchers who have previously worked in Central Australia. The CLC has also digitised numerous old recordings from its collection and has purchased digitised cultural material from the National Archives of Australia.

The process for an Electronic Document Records Management Systems (EDRMS) implementation is developing progressively. During the year the Minister approved funding for the project. Siller Systems has been engaged to guide system selection and implementation, and some EDRMS preliminary training has been conducted. The check-up digital survey 2014 was submitted on time. A co-ordinator of library records, was appointed to co-ordinate the implementation while supervising library and records services and resources. The focus will be now on policy development as well as information and data architecture.

Amy O'Donoghue, long-serving information services co-ordinator and librarian, retired. Our well-liked and respected colleague and knowledgeable information professional will be thoroughly missed!

## ASSET MANAGEMENT: FLEET MANAGEMENT

The CLC owns and manages a substantial fleet, including 4WDs, people movers, all-terrain vehicles and 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 remote operational vehicles have reached their optimal age by this time, and maintenance expenditure is expected to escalate past this ownership period.

Among the fleet management achievements was the replacement of the ranger program's all-terrain vehicles. In 2013 the Polaris and similar side-by-side vehicles were identified as being safer than quad bikes. Subsequently, a decision was made to replace all quad bikes with side-by-sides. Starting this financial year, 11 of these vehicles were purchased and commissioned for use.

The CLC carried out ongoing monitoring and review of the emergency response to ensure functionality of the Navman system. This year staff continued to monitor the critical alerts that are generated in the fleet, such as duress, rollover and impact alerts. During the year there were 21 alerts, only two of them genuine emergencies.

## ASSET MANAGEMENT: PROPERTY MANAGEMENT

The CLC has three offices in Alice Springs and eight regional offices, and local and regional staff accommodation. Collectively 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. An established panel of contractors regularly undertake repairs and maintenance across the region. The panel contractors are based both in Alice Springs and some regional areas, enabling a quicker response to critical infrastructure issues.

During the year, construction of a new office, meeting space and ablution block in Ti Tree was completed.

The project has significantly improved the functionality of the site and the work environment for the local ranger group.

Renovation of the Lajamanu duplex for staff accommodation was also undertaken. The renovation included the complete demolition of the internal areas and construction of new kitchens, bathrooms, tiling of floors, painting and new furniture. These units are currently occupied by one community development officer and one governance officer.

Other renovations included two units at the CLC's staff accommodation in Alice Springs and the IPA co-ordinator's house in Yuendumu. Works here included construction a new structure to cover the existing dongas, new flooring, windows and removal of internal walls to make the area more liveable.

The CLC obtained s.19 leases and subleases for various lots in remote communities as part of the future planning and development at the CLC. This included Kintore and Arlparra.

## TENNANT CREEK REGIONAL OFFICE

The Tennant Creek Regional Office provides resources and logistics to CLC throughout the region. Staff consist of an office manager, senior project officer, two assistant project officers and a reception / administration officer. The office also comprises an anthropologist, regional land management officer, and a ranger unit comprised of a co-ordinator and nine full-time Indigenous ranger staff, as well as the five regional staff.



Senior HR Officer Debbie Bruce (right) at the CLC's stall at the Central Australian careers expo.





A meeting of senior women of the Southern Tanami IPA committee.

This year saw the office involved with a range of mining work and constant land management activities such as burning, caring for country trips and maintaining cultural heritage. It also carried out community development programs across the region.

## 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
- identify how outcomes contributed to ecologically sustainable development
- document any 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. This is the first time that the CLC has reported on its impact on the environment. 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 entities (see table opposite)
- in accordance with the enterprise agreement a comprehensive transportation review was completed. Implementation from 2015–16 will improve transportation efficiency. Fuel consumption currently represents approximately 57% of the CLC's CO<sub>2</sub> emissions.

THEME	PERFORMANCE MEASURE	INDICATOR(S)	Measure	2010–11	2011–12	2012–13	2013–14	2014–15	
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	\$	140,064	134,533	169,668	210,865	163,304	
		Electricity consumed	kWh	655,780	636,351	691,822	708,093	702,904	
		Gas purchased	\$	44,271	33,335	24,803	23,979	27,229	
		Other fuels purchased/consumed	L	476,516	453,000	472,704	569,524	541,876	
		Air travel distances	km	850,448	878,921	808,780	903,664	691,312	
	Greenhouse gas emissions	Air travel greenhouse gas (CO <sub>2</sub> )	tonnes	106.5	111.0	101.6	103.6	85.6	
		Electricity greenhouse gas (CO <sub>2</sub> )	tonnes	800.1	776.3	844	863.9	857.5	
		Gas greenhouse gas (CO <sub>2</sub> )	tonnes	54.4	38.6	27.5	29.3	33.2	
		Other fuels greenhouse gas (CO <sub>2</sub> ; tonnes)	tonnes	1,286.6	1,223.9	1,276.3	1,537.7	1,463.1	
		Total CO <sub>2</sub> emissions	tonnes	2,248	2,150	2,249	2,534	2,439	
	Relative energy use per employee	Electricity used	KWh per employee	2,954.0	2,932.5	3,057.1	3,133.2	3,016.8	
		Gas used	GJ Per employee	144.9	153.6	109.6	106.1	116.9	
		Other fuels used	L per employee	2,146	2,088	2,089	2,520	2,326	
	Renewable energy	Renewable Energy (Note 1)	Electricity produced (Note 4)	kWh	N/A	17,003	17,610	34,833	56,634
			Savings	\$	N/A	3,911	4,050	10,910	13,026
CO <sub>2</sub> savings			tonnes	N/A	11.7	12.2	24.0	39.1	
Renewable electricity in % of total electricity consumed and produced			% kwh	N/A	2.6	2.5	4.7	7.5	
Waste	Total waste – going to landfills	Amount – going to landfills (Note 5)	cbm	466	474.0	464.0	466.6	355.7	
	Total waste – going to recycling facilities	Amount – going to recycling facilities	cbm	219	270.0	187.1	177.0	156.0	
	Relative waste production	Amount of waste per employee	cbm	3.09	3.4	2.9	2.8	2.2	
	Total consumption of water	Amount of water consumed	kL	6,733	7,026.0	9,722.0	5,851.0	8,811.2	
Water	Relative water consumption	Total water use	kL per employee	30.3	32.4	43.0	25.9	37.8	

THEME	PERFORMANCE MEASURE	INDICATOR(S)	Measure	2010–11	2011–12	2012–13	2013–14	2014–15
CO <sub>2</sub> offsets	Feral animals removed under National Feral Camel Project	Feral animals removed	number	36	18,193	27,994	6,014	0
		CO <sub>2</sub> emission savings (.96tCO <sub>2</sub> e/camel/year)	tonnes	34.6	17,465.3	26,874.2	5,773.4	0.0
	Feral camels removed (Note 2)	Feral animals removed	number	N/A	309	480	6,294	244
		CO <sub>2</sub> emission savings (.96tCO <sub>2</sub> e/camel/year) (Note 6)	tonnes	N/A	296	460.8	6,042.2	234.2
	Other feral animals removed (Note 3)	Feral animals removed	number	N/A	88	3,573	11,128	4,651
		(1.29t CO <sub>2</sub> /horse/year) (Note 6)	tonnes	N/A	113.5	4,609.2	14,355.1	5,999.8

#### Notes

**Note 1:** CLC 20kW at Stuart Highway; 6kW at Cameron Street; 6kW at Kennett Court; total = 32kW

**Note 2:** Removed by muster off grazing licence or elsewhere

**Note 3:** Other feral herbivores removed (horses, donkeys, etc.)

**Note 4:** 12kW of photovoltaic (PV) systems was unmonitored; amount of kWh for this 12kW was determined by calculating a % of total kWh produced from known 20kW PV system. All 32kW PV systems were fully operational for this year.

**Note 5:** Reduction in waste for 2014–15 by reducing the frequency of collection and increased recycling.

**Note 6:** United Nations Food and Agriculture Organization, 2006

#### Abbreviations

cbm	cubic metre
CO <sub>2</sub>	carbon dioxide
\$	Australian dollars
GJ	gigajoule
km	kilometre
kL	kilolitre
kW	kiloWatt
kWh	kiloWatt-hour
L	litre
N/A	not available
t	tonnes