part three
management and accountability

The ACCC aims to have a high standard of governance and efficient management, including cost-effective use of resources in all its offices. This chapter reports on the ACCC and AER's governance, financial, people and information management, and other administrative activities.

this year the ACCC

> received total government funding of $107.518 million, including additional funding for the implementation of the Horticulture Code of Conduct, telecommunications regulatory function and the AER

> employed 575.8 full-time equivalent employees

> recruited 31 graduates for its 2007 graduate training program

> undertook substantial planning, procurement and project management activities as part of the move of the national office in Canberra to new premises (scheduled for July 2007)

> entered into agreements to lease additional office accommodation for the growth in its Melbourne operations (including taking additional office space at 313 Latrobe Street as an interim measure)

> upgraded key information technology infrastructure in the Canberra and Melbourne offices to meet the growth in business operations across the ACCC

> implemented an online recruitment portal, NGA.net

> launched the SCAMwatch website

> commenced a review of the design and architecture of the ACCC internet site

the ACCC

The ACCC comprises the chairman, deputy chair and five full-time members. They were appointed by the Governor-General for terms of up to five years after a majority of state and territory governments had supported the selections. Mr Steve Edwell and Mr Geoff Swier were appointed associate commissioners on an ex-officio basis. See appendix 4 for biographies and photographs of commissioners.

the Australian Energy Regulator

The AER commenced on 1 July 2005. It is an independent statutory authority and a constituent part of the ACCC. Its staff are employed by the ACCC. Mr Steve Edwell was appointed chairman of the AER for three years from 23 May 2005, and as a member for five years. Mr Ed Willett was appointed full-time Commonwealth member until 19 January 2008 (this appointment will be served concurrently with his ACCC appointment). Mr Geoff Swier was appointed part-time state/territory member until 29 June 2008. See appendix 5 for biographies and photographs of members.

decision-making structure

The ACCC's decisions are made at a meeting of the commission members held once a week and otherwise as necessary. **External scrutiny**—the ACCC is accountable for its activities through the courts, tribunals, parliament and the Commonwealth Ombudsman.

The ACCC held 56 formal meetings and considered 363 formal papers dealing with matters under investigation, litigation, mergers, access, adjudication, submissions to inquiries and compliance and education strategies, and received recommendations from its committees.

The AER's decisions are made at meetings of members, held once a fortnight and otherwise as necessary. The AER held 24 formal meetings.

committees

The ACCC has **five subject matter committees**: communications, mergers, enforcement, adjudication and transport and prices oversight. It has **six function committees**: corporate governance, information and liaison, internal audit, information and communications technology, people and resources and occupational health and safety. It also has an **employer–employee consultative committee** comprising elected staff representatives, management representatives and representatives of employee organisations.

subject matter committees

enforcement	David Smith (chair), Graeme Samuel, Louise Sylvan, Jennifer McNeill, John Martin—oversees the ACCC's enforcement program; recommendations are referred to the full commission for decision; meets weekly
mergers	Stephen King (chair), Graeme Samuel, Louise Sylvan, Jennifer McNeill—considers most merger matters and reports to the full commission; meets weekly
communications	Ed Willett (chair), Graeme Samuel, Louise Sylvan, David Smith—coordinates the ACCC's media and telecommunications regulatory functions, including enforcement of competition notices with the enforcement committee; meets as required
transport and prices oversight	John Martin (chair), Stephen King, Ed Willett—oversees pricing and regulatory issues in transport and other industries; meets as required
adjudication	Louise Sylvan (chair), Jennifer McNeill, Stephen King, John Martin, Ed Willett—considers authorisations and notifications; meets weekly

function committees

corporate governance	chairman, deputy chair, commissioners, chief executive officer and senior staff; meets quarterly
information and liaison	chief executive officer and staff involved in the ACCC's communication and outreach activities; meets monthly
internal audit	chief executive officer, ANAO representatives, independent member and senior staff; meets quarterly
information and communication technology	senior staff; meets quarterly
people and resources	senior staff; meets quarterly
occupational health and safety	corporate manager and staff representing workplace; meets quarterly
workplace relations consultative committee	representatives of employer, employees and employee organisations; meets quarterly

terms of appointment

ACCC

chairman	
Graeme Samuel	31 July 2008
deputy chair	
Louise Sylvan	31 July 2008
commissioners	
Stephen King	6 June 2009
David Smith	6 June 2009
John Martin	6 June 2009
Jennifer McNeill	21 July 2007
Edward Willett	19 January 2008
ex-officio members	
Geoff Swier	29 June 2008
Steve Edwell	22 May 2010

AER

chairman	
Steve Edwell	22 May 2008
members	
Edward Willett (full-time Commonwealth member)	19 January 2008
Geoff Swier (part-time member)	29 June 2008

MANAGEMENT & ACCOUNTABILITY

financial management

See also pp. 23-5 in the Performance section of this report.

The financial management of the ACCC is undertaken on a sound basis of budget setting, variance analysis and reporting in a context of coordinated corporate planning, business unit planing and financial planning. Managers are provided with internal budget guidance that articulates the financial management arrangements, including framework and timetable details. Financial monitoring and reporting is undertaken on a monthly basis with more detailed reviews each quarter.

The ACCC continues to work closely with the Treasury, Department of Finance and Administration and the Australian National Audit Office (ANAO), as key stakeholders, to ensure that financial performance is aligned to expectations.

The ACCC received audit clearance of its financial statements from the ANAO on 29 August 2007. The ANAO issued an unqualified report with no findings being made regarding its audit of the financial statements.

purchasing performance

The department's purchasing activities are undertaken in accordance with the *Commonwealth procurement guidelines* and *Best practice guidelines*.

The *Chief Executive's Instructions* and other supporting guidance assists staff by outlining the appropriate procedures to undertake purchasing activities. A purchasing manual and a credit card manual have been developed to provide more detailed instructions. Standard requests for tender and contract documentation have been developed to ensure that the clauses and requirements reflect government policy.

The ACCC continually improves the efficiency and effectiveness of the procurement to payment processes including contract management. The ACCC aims to balance the benefits of goods and services to be purchased against their costs and risks so that the best value for money is achieved.

The ACCC has assurance and reporting processes in place to ensure that it complies with government requirements. This includes the publication of its annual procurement plan and all procurements greater than $10 000 on AusTender, and listing contracts of $100 000 or more on the website in accordance with the Senate Order on departmental and agency contracts.

fraud control

The ACCC complies with the Commonwealth fraud control guidelines and has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet the needs of the agency. A fraud awareness training module has been developed and training is provided to target staff as required.

consultants

During 2006–07, 91 new consultancy contracts were entered into involving total expenditure of $5.9 million. Thirty ongoing consultancy contracts were active during the 2006–07 year, involving total expenditure of $2.2 million. Full details of consultancy contracts let with a value of $10 000 or more are available on the ACCC website.

A total of $403 298 was paid by the ACCC for advertising during the 2006–07 financial year. A listing of total payments to organisations in excess of $1500 appears below.

organisation	description	$
HMA Blaze Pty Ltd	public notices, expressions of interest, recruitment	376 397
Regional Radioworks	outreach communications	16 338
Attorney-General	Gazette	2 210

people management

The ACCC's budgeted **staff level** for 2006–07 was 588 full-time equilvalents (533 in 2005–06), including eight full-time holders of public office (ACCC members and AER member) and one part-time holder of public office (AER). The total average full-time equivalents employed during the year was 575.8 people (up from 506.6 in 2005–06). The difference between the budgeted and actual staff level is, in part, a result of the delay in legislative amendments affecting the ACCC's mergers and adjudication functions. The total actual number of staff employed (including commission members, part-time employees, employees absent on leave and secondments) at 30 June 2007 was 660 (596 on 30 June 2006). There were 179 commencements and 111 cessations during the year. See p. 156 for staffing overview.

Staffing statistics and payroll information is managed in an Aurion database. Enhancements to the database mean that managers are able to make statistical queries for workforce planning purposes. Aurion Timekeeper system was installed and is being tested before a decision is made to replace the current paper-based attendance recording system.

The ACCC implemented NGA.net, an online recruitment portal and suite of application management tools. This system provides prospective applicants with details of ACCC vacancies through the ACCC's internet site. Applicants are able to register

and submit their applications online. This system provides considerable efficiencies in the management of recruitment and associated communications. It reduces the administrative and processing workload associated with the recruitment function.

The ACCC's learning and development strategy for the year continued to focus on providing managers and staff with systems for planning and delivering structured professional development. These initiatives included updates to the professional development journal; regular orientation sessions in the locations where recruitment has been greatest (Melbourne, Canberra and Sydney); 30 multimedia productions as part of the 'Get Smart' knowledge capture initiative; delivery of micro-economics refresher courses; and warrants and searches courses for which staff have the opportunity for assessment by a registered training organisation for a certification of attainment of six competencies in the Certificate IV in Government (Investigation).

Training and development costs in 2006–07 totalled $2 291 037. This comprised salaries of staff on development activities ($760 609); salaries of the learning and development unit employees ($424 247); courses and conference fees and study assistance ($673 229); costs of staff travel for training purposes ($353 961); and venue hire and various other costs ($78 991). These costs represent 4.4 per cent of the annual payroll.

courses and seminars, number of events for 2005–06 and 2006–07

type	number of events	
	2005–06	2006–07
operational skills and knowledge (this incorporates the 'Operational skills', 'IT skills' and 'Personal development' classifications of previous years)	1093	**903**
legal skills and knowledge	197	**156**
applying the Act (this includes the 'Investigations skills' course that was reported under 'Legal' in previous years)	159	**132**
economics and regulatory	275	**230**
leadership supervision and management	636	**202**

Employees are eligible for **study assistance** in the form of study leave and partial reimbursement of tuition fees for approved courses of study. During the year 60 employees participated in the study assistance scheme, mainly for postgraduate studies in economics, law and business. The ACCC reimbursed $68 882 in fees and granted leave with pay to attend lectures and tutorials equivalent to $92 962 in paid time.

The ACCC recruited 38 **graduates** at the beginning of 2006; 37 remained with the ACCC after the program was completed and gained promotions. The ACCC recruited 31 graduates for its 2007 program. Each will undertake three rotations during the 10-month graduate training program.

International exchanges: reciprocal staff exchanges were conducted with New Zealand, the United Kingdom and Chinese Taipei. During the year productivity improvements associated with the ACCC certified agreement 2006–08 were progressively implemented, such as increased capacity through acquisition of additional skills relating to new functions and changes in legislation, especially in the enforcement area, and efficiencies arising from the implementation of the legal services review.

Under the ACCC certified agreement, in accordance with the *Public Service Act 1999*, staff can request a review of employment action or decision that affects them. One such request was received this year.

The ACCC's formal employee consultative body is the **Workplace Relations Consultative Committee** (WRCC) with eight staff representatives (elected by staff), two employee organisation representatives requested by staff and a management representative. Employees covered by the agreement received a 4 per cent **salary increase** in December 2006.

Senior executive staff employees are employed under Australian workplace agreements (AWAs). Eight new AWAs were offered to non-SES employees.

Performance pay is not paid to non-SES. They are eligible instead for the special salary level scheme (criteria for which is in the certified agreement); during 2005–06, 40 staff received additional salary under this scheme. Performance pay was paid to 24 senior executive staff at band 1 and band 2 levels for a total of $281 151.

The ACCC has an **occupational health and safety** agreement and policy with representatives elected for all workgroups, as well as first aid officers. Professionally qualified assessors conducted ergonomic assessments for 178 new employees and for those employees requiring review due to injury. Influenza vaccinations were made available to all employees. In May employees were offered the opportunity to participate in Crook-Back Clinics. Two hundred and eighty-two staff attended an hour program that provided strengthening and flexibility exercises for preventing back problems. Fifteen injury incidents were reported in 2006–07.

The ACCC's **Comcare premium** for 2006–07 was set at 0.92 per cent of total salaries, compared with the all agencies combined rate of 1.77 per cent. The premium for 2007–08 has been set at 0.72 per cent of total salaries, compared with the all agencies combined rate of 1.55 per cent. This continues a four-year trend of achieving lower Comcare premiums and having lower premiums compared with the average rate for Commonwealth agencies.

The **employee assistance program** was used by 40 staff and three family members. It also provided mediation services and assistance to managers.

The ACCC has **equity and diversity** officers throughout the organisation who distribute information and offer support to staff, and the workplace diversity coordinator regularly publishes articles in the ACCC's weekly staff newsletter. The ACCC also has workplace harassment contact officers in each work location.

information and communications

The contract for the delivery of facilities management and database administration services with ASG (formerly Exceed Systems Integration Pty Ltd) was extended via a one-year option to expire 30 June 2008. A similar extension was made for wide area network services provided by AAPT and video-bridging services with ACT Teleconferencing.

The major projects undertaken during the year include:

> complex planning and preparation for the relocation of the national office in Canberra to new premises; nearly all ICT infrastructure and servers were relocated to the new office in June 2007 before the movement of staff scheduled for July 2007

> the ICT fit-out and network expansion for the additional office space leased at Latrobe Street, Melbourne

> the replacement of all PCs in the Canberra office

> the replacement of all file/print and email servers nationally

> the introduction of Ringtail/Casebook to assist in case management

> redesign of the GEMS database

> the expansion of the Remote Access System to include wireless broadband

> significant redevelopment work to TRACKIT, GEMS and ACCC speeches and presentations databases.

In line with the implementation of the ACCC business continuity framework, a number of changes have been implemented in information technology to assist in disaster recovery. These include:

> a Melbourne-based hot site for the Finance 1 server

> a second link to the internet from the Melbourne office to provide redundancy and load balancing

> automatic cutover for email routing between state offices should the Canberra office be disabled, such as through a total power outage.

Sixty per cent of staff have been trained in the use of TRIM Context in preparation for the introduction of a **record-keeping** policy that will make electronic record keeping mandatory. This training has improved the ACCC's ability to meet the national archiving guidelines for electronic document management. A national file sentencing project continued during the year, resulting in all files except those created in 2002–03 being sentenced for disposal; 9165 files were created (compared with 6180 in 2005–06); and 107 509 new records were created in TRIM (compared with 62 813 in 2005–06).

During the year changes were made to the **ACCC website** to reflect new procedures for the mergers public registers and changes to notification processes (launched January 2007). The **SCAMwatch** website rebuild was completed and the site launched. A project to review and redesign the ACCC website was commenced. The web team completed 89 development projects and resolved 329 feedback requests from the ACCC, AER and SCAMwatch websites. During the year the ACCC internet site received 1 869 645 visits; the AER internet site, 88 554 visits; and the SCAMwatch internet site, 284 897 visits.

The **library service** focuses on electronic resources and provides research services. Services are available to ACCC staff across Australia from the national office—1521 requests for information were received (420 were followed up with research activity), 4133 items were borrowed from the collection, 442 items were acquired on inter-library loan, 2541 journals were circulated to staff and 1136 new items were added to the collection.

The ACCC produced and released 117 new **publications** for business, industry and consumers in print, electronic and multimedia formats. These initiatives included:

> a new fact sheet series presenting topical issues relevant to small business and consumers concerning trade practices issues; the series is broadly distributed through industry and consumer protection networks

> a range of information materials to assist with the introduction of two new mandatory codes: the Oilcode and the Horticulture Code

> a review and update of information guides to the Trade Practices Act provided to business and consumers following the amendments to the Act

> seven new child safety alert brochures identifying high-risk products for children with advice on how to provide and maintain a safe environment when using these products

> information campaigns targeted to non-English speaking audiences (e.g. a child safety booklet in Arabic and information on the Horticulture Code in Arabic, Khmer, Punjabi, Vietnamese and Chinese)

> distribution of over 1.1 million published items.

The ACCC website received 270 000 visits to online publications. For more information on publications see appendix 3.

Twenty-nine statutory and voluntary **public registers** are maintained, including for s. 87B undertakings, authorisations, notifications, mergers and acquisitions, access to services, product safety conferences and telecommunications (e.g. competition notices, access undertakings and agreements and tariff information). See appendix 2 for more information.

legal services

The legal service requirements of the ACCC and AER are provided by in-house legal staff and a panel of law firms. Panel firms for the ACCC are the Australian Government Solicitor, Corrs Chambers Westgarth, Phillips Fox and Thomson Playford.

The ACCC's panel firms provide legal services in both the enforcement and non-enforcement areas of the operations of the ACCC and the AER. The panel arrangements are in place for an initial period to the end of 2007.

The Legal Group of the ACCC consists of two units. The Trade Practices and Litigation Unit focuses on the provision of legal services to the enforcement, mergers and adjudication branches of the ACCC. The Corporate and Regulatory Law Unit focuses on the provision of legal services to the ACCC and the AER on corporate in-house issues and regulatory matters.

other governance activities

During the year the revised *ACCC* **service charter** was published and made available from each office and online. The ACCC received 21 compliments and three complaints from the public on its standards of service during the year.

Because public confidence in the integrity of the ACCC and its employees is vital, every employee is asked to undertake an annual **conflict of interest** self assessment. As a general rule, gifts and hospitality are not accepted because they could compromise, or be perceived to compromise, the integrity of the ACCC, its office holders and employees. When accepted, gifts and hospitality must be declared using an online register.

The ACCC orientation programs, various training events and policy and procedure documents remind employees of their conduct responsibilities as set out in the **APS Code of Conduct**. A series of scenario-based training sessions were held for managers on the APS Values. During the year, one formal misconduct investigation was completed; no breach of the code was found.

The **Audit Committee** met four times during 2006–07 to oversee and control internal audit activities, risk management, fraud control, business continuity planning, adoption of the Certificate of Compliance arrangements (an Australian Government initiative to strengthen agency compliance with the *Financial Management and Accountability Act 1997* and associated policies) and the financial statements. During the year audits were undertaken on leave arrangements and FMA Act compliance. While no major control weaknesses were identified, a number of improvements were suggested, which have been implemented. The Audit Committee also oversaw the implementation of the ACCC business continuity arrangements as part of improvements to the risk management framework. The business continuity plan provides a detailed mechanism for managing events that could adversely affect the agency's key business operations.

The **Commonwealth disability strategy** is about making sure that Australian Government departments remove barriers that stop people with disabilities having access to policies, programs and services. Through its disability action plan the ACCC has identified that it has three core business roles–regulator, purchaser and employer–and has formulated actions to address its responsibilities regarding people with disabilities in these roles. The ACCC's internet site complies with most priority one requirements of the WWW Consortium web accessibility initiatives.

Nine offices are maintained: one in each state and territory, and in Townsville. Additional satellite offices are maintained in Canberra and Melbourne due to growth in ACCC functions and related staffing numbers. Public contact hours for Canberra, Melbourne and Sydney offices are 8.30 am to 5.30 pm each week day. For other regional offices it is 9 am to 5 pm.

ecologically sustainable development

The ACCC aims to identify, implement and promote best practice in environmental management, to operate in an ecologically sustainable manner and to provide an environmentally sound workplace that conforms to occupational health and safety requirements.

The ACCC has developed a register of potential actions that could assist with the minimisation of the effect of the ACCC's activities on the environment. The register is regularly reviewed to identify any initiatives that could be implemented. Before implementation, all potential actions are reviewed against the environmental benefit, the cost or saving involved and any system or process that measures the benefit.

measures taken to minimise the ACCC's impact on the environment

To reduce the environmental impact of its activities, the ACCC is:

> buying 10 per cent green electricity for the Canberra office

> procuring office equipment with low energy use and power-save modes

> recycling paper and cardboard products, including the pulping of classified waste and use again office envelopes

> using LCD computer screens instead of CRT screens

> using recycled toner cartridges where possible

> disposing of toner cartridges through a recycling outlet

> implementing duplex printing and photocopying

> disposing of mobile phones and batteries through a recycling outlet

> servicing vehicles in accordance with manufacturers' specifications

> using E10 fuels for fleet vehicles where possible.

The ACCC buys goods and services in accordance with environmental purchasing guides promoted by the Department of Environment and Heritage. This ensures that goods and services are:

> environmentally sound in manufacture

> reusable or recyclable

> designed and made for reliability and long life

> environmentally best practice in energy efficiency and/or energy consumption.

The ACCC is finalising the fit-out of a newly leased national headquarters in Canberra. The building is designed to achieve a 4.5 star Australian Building Greenhouse Rating. This is the recommended best practice standard for government office accommodation.

energy management

The ACCC's overall energy consumption is in line with the Australian Government energy consumption targets. In three of the ACCC's leased office spaces, there are mechanisms to measure actual electricity use which allows the ACCC to monitor, profile and diagnose energy consumption more effectively.

staffing

number of employees at 30 June 2007

	Canberra	Sydney	Melbourne	Brisbane	Perth	Adelaide	Hobart	Townsville	Darwin	total this year	total last year
graduates total	9	6	10	1	1	1	1	1		30	34
female	6	3	6	1		1	1	1		19	15
male	3	3	4		1					11	19
APS1 total	5		5		1					11	10
female	1		2		1					4	6
male	4		3							7	4
APS2 total	5	3	2	1				1	1	13	14
female	4	3	1	1				1	1	11	12
male	1		1							2	2
APS3 total	29	5	7	1	1	2				45	30
female	22	5	7	1	1	2				38	25
male	8									8	5
APS4 total	40	10	19	3	1	4			1	78	71
female	26	8	9	2		3			1	49	37
male	14	2	10	1	1	1				29	34
APS5 total	34	10	24	6	3	2	1	1	1	82	83
female	22	4	10	2	2			1	1	42	48
male	12	6	14	4	1	2	1			40	35
APS6 total	43	21	49	6	7	6	2		3	137	109
female	25	10	19	5	4	3			3	69	51
male	18	11	30	1	3	3	2			68	58
EL1 total	39	12	47	7	2	4		1	1	113	117
female	20	7	22	2		2		1		54	56
male	19	5	25	5	2	2			1	59	61
EL2 total	41	11	41	3	2	6	1		2	107	90
female	16	5	15	3		1			1	41	30
male	25	7	26		2	5	1		1	67	60

	Canberra	Sydney	Melbourne	Brisbane	Perth	Adelaide	Hobart	Townsville	Darwin	total this year	total last year
SESB1 total	11	2	8	3	1					25	22
female	3		2							5	5
male	8	2	6	3	1					20	17
SESB2 total	3		4							7	6
female	1		1							2	2
male	2		3							5	4
SESB3 total	1									1	1
female											
male	1									1	1
ACCC employees total	261	81	216	31	19	25	5	4	9	651	587
female	146	45	94	17	8	12	1	4	7	334	287
male	115	36	122	14	11	13	4		2	317	300
public office holders total	3	2	4							9	9
female	2									2	2
male	2	1	4							7	7
total employees	265	82	220	31	19	25	5	4	9	660	596
female	148	45	94	17	8	12	1	4	7	336	289
male	117	37	126	14	11	13	4		2	324	307

The total number of full-time equivalent employees for 2006–07 was 575.8.

The total number of actual employees on 30 June 2007 was 660, including 9 public office holders and 27 inoperative staff (long-term leave both paid and unpaid or secondment to other organisations).

senior executive employees at 30 June 2007

	Canberra	Sydney	Melbourne	Brisbane	Perth	Adelaide	Hobart	Townsville	Darwin	tota this year	total last year
SES band 1											
female	3		2							5	5
male	8	2	6	3	1					2	17
SES band 2											
female	1		1							2	2
male	2		3							5	4
SES band 3											
female											
male	1									1	1
total this year	15	2	12	3	1					33	
total last year	16	1	10	2							29

part-time employees at 30 June 2007

	Canberra	Sydney	Melbourne	Brisbane	Perth	Adelaide	Hobart	Townsville	Darwin	total this year	total last year
female	25	10	13	6	1	2			1	58	45
male	6	1	6							13	15
total this year	31	11	19	6	1	2			1	71	60
total last year	23	12	13	6	1	4			1		60

temporary employees at 30 June 2007

	Canberra	Sydney	Melbourne	Brisbane	Perth	Adelaide	Hobart	Townsville	Darwin	tota this year	total last year
female	17	2	5		1				1	26	18
male	13		9							22	22
total this year	30	2	14		1				1	48	
total last year	23	2	10	1	2	2					40

equal opportunity target groups at 30 June 2007

	APS 1–2	per cent of total	APS 3–4	per cent of total	APS 5–6	per cent of total	EL 1–2	per cent of total	SES & POH	per cent of total	total
non-English speaking											
this year	11	1.7	26	3.9	24	3.6	32	4.8	1	0.2	94
last year	9	1.5	16	2.7	20	3.4	30	5.0	2	0.3	77
people with disabilities											
this year	1	0.2	1	0.2	1	0.2	6	0.9			9
last year			2	0.3	2	0.3	4	0.7			8
women											
this year	34	5.2	87	13.2	111	16.8	95	14.4	9	1.4	336
last year	33	5.5	62	10.4	99	16.6	86	14.4	9	1.5	289
Aboriginal and Torres Strait Islanders											
this year	1	0.2	1	0.2							2
last year	2	0.3									2
total staff											
this year	54	8.2	124	18.8	219	33.2	221	33.5	42	6.4	660
last year	58	9.7	101	16.9	192	32.2	207	34.7	38	6.4	596

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