



**Government  
of South Australia**

**Department of the Premier and Cabinet Circular**

**PC013 – Annual Reporting Requirements**

***September 2009***

**DRAFT 2009**

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**{ TC “1. CHECKLIST OF ANNUAL REPORT REQUIREMENTS”}1. OVERVIEW OF ANNUAL REPORTING REQUIREMENTS**

<b>Requirement</b>	<b>Authority</b>
<b>Agency identification and transmittal</b>	
<input type="checkbox"/> Government of South Australia logo (consistent with DPC Circular 25), reporting period, date, name, address, website, contact numbers, ABN, ISBN, ISSN	Cabinet
<input type="checkbox"/> Letter of transmittal (including date presented to the Minister)	PSM Act
<b>Agency Role, Performance and Governance</b>	
<input type="checkbox"/> Agency’s strategic plans and the relationship of the plans to South Australia’s Strategic Plan (SASP) targets	PSM Reg
<input type="checkbox"/> Agency’s highlights, operations, initiatives	PSM Reg
<input type="checkbox"/> Functions of the agency	PSM Reg
<input type="checkbox"/> Legislation administered by the agency	PSM Reg
<input type="checkbox"/> Organisation and structure of the agency, including details of any changes and explanation of how the activities of any merged agencies are reported	PSM Reg
<input type="checkbox"/> Entities of the agency, including any boards, committees and trusts administered by the agency	PSM Reg
<b>Management of Human Resources</b>	
<input type="checkbox"/> Employees by salary bracket, gender and the nature of employment arrangements	PSM Reg
<input type="checkbox"/> Executive employment in the agency by classification, gender, contract status and rights to ongoing employment	PSM Reg
<input type="checkbox"/> Number of employees recruited to and separated from the agency during the year	Commissioner’s authority via PSM Reg
<input type="checkbox"/> Leave management, including average number of days of sick leave and carers leave taken per full time employee (FTE) for the financial year.	Commissioner’s authority via PSM Reg
<input type="checkbox"/> Workforce diversity information, including age profile, Aboriginal and Torres Strait Islander employees, cultural and linguistic diversity and number of employees with a disability requiring workplace adaptation	Commissioner’s authority via PSM Reg
<input type="checkbox"/> Action taken to address performance management, including number of employees who had individual performance reviews during the financial year.	Commissioner’s authority via PSM Reg
<input type="checkbox"/> Leadership and management development	Commissioner’s authority via PSM Reg and Cabinet
<input type="checkbox"/> Implementation of accredited training packages across classification levels	Commissioner’s authority via PSM Reg and Cabinet
<input type="checkbox"/> Equal employment opportunity programs	PSM Reg
<input type="checkbox"/> Occupational health, safety and injury management	PSM Reg

<b>Financial Issues</b>		
<input type="checkbox"/>	Audited general purpose financial statements prepared in accordance with Treasurer's Instruction 19 <i>Financial Reporting</i>	PSM Reg
<input type="checkbox"/>	Contractual arrangements (where the total value exceeds \$4 million GST inclusive and the contract extends beyond a single year)	Premier's authority via PSM Reg
<input type="checkbox"/>	Account payment performance prepared in accordance with Treasurer's Instruction 11 <i>Payment of Creditors' Accounts</i>	Premier's authority via PSM Reg
<input type="checkbox"/>	Instances and nature of fraud and strategies to control and prevent fraud	PSM Reg
<b>Other Reporting Items</b>		
<input type="checkbox"/>	Use of consultants including the work undertaken and cost	PSM Reg
<input type="checkbox"/>	Employees' overseas travel	Premier's authority via PSM Reg
<input type="checkbox"/>	Reporting Against the <i>Carers Recognition Act</i> (if applicable)	<i>Carers Recognition Act 2005</i>
<input type="checkbox"/>	Disability Action Plan reporting	Premier's authority via PSM Reg
<input type="checkbox"/>	Asbestos management (if applicable)	Cabinet
<input type="checkbox"/>	Urban Design Charter (if applicable)	Cabinet
<input type="checkbox"/>	Freedom of information – information statement	FOI Act
<input type="checkbox"/>	Energy Efficiency Action Plan reporting	Cabinet
<input type="checkbox"/>	Greening of Government Operations reporting	Cabinet
<input type="checkbox"/>	List of Regional Impact Assessment Statements prepared by the agency in the reporting period (if applicable)	Cabinet
<b>Optional Reporting Items</b>		
<input type="checkbox"/>	Freedom of information - statistical reporting	FOI Act
<input type="checkbox"/>	Sustainability reporting	Cabinet
<input type="checkbox"/>	Aboriginal Reconciliation Statement	Cabinet
<input type="checkbox"/>	Gender reporting	Cabinet
<input type="checkbox"/>	<b>Glossary and index</b>	
<input type="checkbox"/>	<b>Due</b> to Minister by 30 September. Tabled in Parliament within 12 sitting days.	PSM Act

## **{ TC \ 2}2.1 Purpose of this Circular**

This circular assists staff who prepare annual reports for public sector agencies in South Australia. It is updated annually to reflect changes in reporting requirements. The Circular distinguishes between mandatory reporting requirements (described in section 6), and optional requirements (described in section 7). Most requirements are either set out in the *Public Sector Management Act 1995* (PSM Act) or Regulations, or they are matters that Cabinet requires agencies to report on. Agencies should be familiar with their own legislation, which may include additional reporting requirements.

## **{ TC \ 2}2.2 Purpose of Annual Reports**

Public sector annual reports are critical accountability documents from Chief Executives of government agencies to the responsible Minister and, in turn, to Parliament. They complement the Budget Statement and Estimates, and the Portfolio statements. Each of these documents are key elements of the government's planning, budgeting and reporting cycle. Together they ensure that Parliament and the public are fully informed about agency performance for each financial year.

Annual reports are not promotional publications but can be a rich source of information about government activities in specific areas.

As such, they should focus on communicating the levels of success achieved through agency activities towards government policy outcomes in the previous financial year and to document the resources used in the process. As required by the PSM Act, information contained in annual reports should be clearly set out in the context of the strategic direction of an organisation and of the government as a whole. Annual reports should demonstrate how agency objectives align with South Australia's Strategic Plan (SASP), and the steps taken towards SASP targets. They should also identify major issues or policy challenges that the agency faces in the near future.

Agencies should include in their report significant collaborations with other public sector agencies and/or the wider community, as well as service improvements.

## **{ TC \ 2}2.3 What Makes a Good Annual Report**

High quality annual reports provide:

- a seamless document that is easily accessible to the reader
- a statement of agency achievements and performance (both 'good' and 'bad' news)
- discussion of current issues and future plans
- summaries and simplified information using appropriate tables, graphs and charts
- clear links with the agency's and the government's strategic planning objectives, including reporting against relevant SASP targets.

A useful part of an annual report is a selection of highlights or significant achievements that have occurred during the year and that provide a 'snapshot' of agency achievements. Highlights should be placed in a prominent position.

High quality annual reports *avoid*:

- merely describing functions or listing programs
- detailed examination of marginal activities
- disjointed descriptions of the work of different branches or individuals
- jargon or 'bureaucratese'.

## **{ TC \ 2}2.4 Further Guidance on Performance Reporting**

Reporting on performance and aligning it with the strategic objectives of the agency and government is challenging. However, there is much to gain from better performance reporting, built on robust frameworks that are directly linked to organisational plans, budgets and strategies.

The Australian National Audit Office has found that organisations with reliable performance information achieved good performance reporting through:

- establishing a robust performance culture based on public sector values
- maintaining strong links between reporting, planning and management
- ensuring strong links between external and internal reporting.

Agencies seeking further information on possible approaches to performance reporting may find useful resources at the following websites:

Australian National Audit Office [www.anao.gov.au](http://www.anao.gov.au)

Audit Commission (UK) [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

Global Reporting Initiative [www.globalreporting.org](http://www.globalreporting.org)

## **{ TC \ 2}{ TC \ 1}3. LEGISLATIVE FRAMEWORK, TIMEFRAMES AND TABLING**

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### **{ TC \ 2}3.1 Legislative Framework**

Under the *Public Sector Management Act 1995*, public sector agencies are legally obliged to report annually on their activities. The Act's definition of 'public sector agency' is listed in Attachment 1. For further clarification, seek Crown Law advice.

The Act states that:

The public sector agency must ensure that the report is accurate, comprehensive, deals with all significant issues affecting the agency and written and presented in a manner that aids ready comprehension. (Part 2, Division 2, 6B)

The Act and Regulations specify a number of requirements and empower the Commissioner for Public Employment and the Premier, as Minister responsible for the Act, to compel agencies to provide additional information in their annual reports. These requirements are detailed in this circular.

Agencies subject to the Act are also subject to the *Public Finance and Audit Act 1987*. Financial reporting requirements pursuant to that Act are outlined in Treasurer's Instruction 19 *Financial Reporting* (detailed in this circular under 'Financial reporting').

Some government agencies are also subject to separate legislation that may specify additional or different reporting requirements. Even so, the reporting requirements outlined in the Section 6A(3) of Act still apply.

In preparing their annual report, agencies should be aware of their obligations under Department of the Premier and Cabinet Circular 12 - Information Privacy Principles Instruction. Agencies should take particular care that they are not disclosing personal information outside what is permitted under Information Privacy Principle 10.

Annual reports are often published and promoted on the agency internet sites following tabling in Parliament. In preparing annual reports agencies should give consideration to the fact that any personal information published in the annual report may be broadly accessible, including being searchable through global search engines. DPC Circular 12 is available at [http://www.premcab.sa.gov.au/pdf/circulars/pc12\\_privacy.pdf](http://www.premcab.sa.gov.au/pdf/circulars/pc12_privacy.pdf)

### **{ TC \ 2}3.2 Timeframe**

The Act requires that annual reports be submitted to the relevant Minister within three months of the end of a financial year (i.e. by 30 September), and that the date on which the report was presented to the relevant Minister is set out in a prominent position. The Minister then has 12 sitting days to table the report in Parliament.

The annual report of a statutory authority must be tabled in accordance with all legislative requirements. Therefore, where there is an inconsistency between a statutory authority's establishing Act and the *Public Sector Management Act 1995*, the more stringent timeframe prevails.

Sometimes an anomaly occurs when a statutory authority's enabling legislation requires it to prepare an annual report but does not require that report to be tabled in Parliament. In these circumstances, the annual report is to be tabled in accordance with the provisions of the Act as described above.

### **3.4 Late Reports**

If a report is presented to the relevant Minister after the end of the period allowed (30 September for financial year reports), the Act requires that the report be accompanied by a written statement of the reasons for the delay. This statement must be laid before each House of Parliament together with the report when tabled.

The Statutory Authorities Review Committee of Parliament has raised concerns about lengthy delays in the tabling of some annual reports. Such delays not only diminish the opportunity for meaningful parliamentary scrutiny of reports, they also unduly delay public release of the reports because the convention is to table a report in Parliament before releasing it publicly.

The problem of lengthy delays usually arises because an annual report is not tabled by the last parliamentary sitting day in a given calendar year, which is usually in early December. As a consequence, there is no opportunity to table the report until Parliament resumes sitting in the following year, usually in early February.

These lengthy delays will be addressed in two ways. First, agencies are asked to ensure that annual reports are prepared and tabled in accordance with the statutory timeframe described above. Second, in the event that the tabling of a completed annual report is unavoidably delayed beyond the end of the calendar year, agencies should seek formal Ministerial approval to publicly release the completed report prior to tabling in Parliament. Once the Minister has approved public release, the agency should make the report publicly available in the normal manner.

In such instances, the Minister will table the report in Parliament at the earliest opportunity upon its resumption. The report tabled in Parliament should be unchanged from that publicly released.

### **3.4 Tabling**

Parliamentary papers are normally tabled on Tuesdays. The Minister's office will deliver three copies of the annual report plus a copy on disc (in PDF format) to:

Cabinet Services Branch  
Cabinet Office  
Department of the Premier and Cabinet  
14<sup>th</sup> Floor State Administration Centre  
200 Victoria Square

These copies should be accompanied by a covering minute from the Minister asking for the report to be tabled. This should be done by the close of business on the Monday prior to the proposed day of tabling.

One copy is tabled in each House of Parliament and the Opposition receives the third copy.

### **3.5 Changes After Tabling**

Generally, once an annual report has been tabled in Parliament, there should be no additions, deletions or amendments by the originating agency.

If any change must be made after the report has been tabled, the same procedure should be followed as for the original. The additional material should go through the tabling process and be distributed as an addendum to the original.

Alternatively, an error may be corrected in the annual report for the following year.

### **3.6 Legal Deposit Requirements**

Legal deposit is a statutory requirement that obliges publishers to deposit copies of their publications in libraries in the country of publication. A copy of every annual report published in South Australia must be deposited in the following libraries:

Legal Deposit Unit  
National Library of Australia  
CANBERRA ACT 2600

Legal Deposit Unit  
State Library of South Australia  
GPO Box 419  
ADELAIDE SA 5001

Parliamentary Librarian  
Parliament of South Australia  
GPO Box 572  
ADELAIDE SA 5001

Agencies are also encouraged to deposit a copy of their annual report with their agency library. The Commissioner for Public Employment no longer requires a copy of annual reports.

### **{ TC \ 2}3.7 Government Branding**

The Department of the Premier and Cabinet Circular *PC008 - Use of the Piping Shrike*, provides detailed guidance on placing the state emblem on official publications.

The Department of the Premier and Cabinet Circular *PC025 - Common Branding Policy for the Government of South Australia*, details the principles for the use of the Government of South Australia logo (and all variations) on communications materials, including publications.

These circulars can be found at:

[http://www.premcab.sa.gov.au/dpc/publications\\_circulars.html](http://www.premcab.sa.gov.au/dpc/publications_circulars.html)

#### FURTHER INFORMATION

Strategic Communications Unit, Department of the Premier and Cabinet

Telephone: 8204 9174

E-mail: [stratcomms@saugov.sa.gov.au](mailto:stratcomms@saugov.sa.gov.au)

## 4. STYLE AND FORMATTING

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### STYLE MATTERS

The language of the report must be clear, concise and free from technical jargon. Consistency is also important, as the task of producing an annual report involves taking material from many sources and creating a seamless and coherent document.

Although there are a number of different style conventions, the *Style manual: for authors, editors and printers*. 6th edition, AGPS, 2002 is the standard reference for government publications in Australia. The styles chosen should be used consistently throughout a report. Further information is provided below on a number of key areas.

#### { TC \l 2}4.1 Abbreviations and Acronyms

Full stops after abbreviations, contractions and acronyms have largely disappeared:

Ms Mr Dr km mm kg CSIRO rd st

SA NSW Vic

Use the full title for the first reference to an organisation with the abbreviation in brackets afterwards, and from then on the abbreviation can be used. For example, the Department of the Premier and Cabinet (DPC) and from then on DPC. Note that abbreviations can be irritating and should be used sparingly.

#### { TC \l 2}4.2 Capitalisation

Capital letters are used for specific and proper nouns in contrast to general and common nouns. Capitals should be used for specific branches, government agencies, committees and organisations when they are referred to in full. Otherwise lower case should be used. For example:

- the Department of the Premier and Cabinet  
the department initiated ...
- the Report of the Taskforce on Labelling  
the report suggested ...

Capitals are also used for proper nouns and names, for example, 'the Act' and 'the Bill' when referring to specific pieces of legislation, 'the Crown', 'the Commonwealth'.

#### { TC \l 2}4.3 Dates

The preferred form is 1 November 2009 (*not* November 1 2009 , or 1<sup>st</sup> November 2009 ).

If a date is expressed entirely in figures, the preferred form is 1.11.2009 or 1.11.09. Spans of numbers should be separated by an unspaced en rule:

2008-09 (*not* 2008/09 or 2008-2009 ),

#### { TC \l 2}4.4 Legislation

The correct full title of an Act should be used when it is first mentioned in the text. For example, the *Public Sector Management Act 1995* (italics, no comma before the date). After the first mention, the legislation may be referred to as 'the Act'. Although technically incorrect, it is common practice for the title to be used without the date and without italics (Public Sector Management Act) or with an abbreviation (PSM Act).

#### **{ TC \l 2}4.5 Numbers**

In statistically oriented text, such as that used in annual reports, numbers from one to nine must be expressed in words. Words must also be used for numbers that start a sentence. In all other instances, numerals over nine should be expressed in numbers.

If a number has five or more digits, a non-breaking space (control shift space) should be used rather than a comma, for example 21 000, not 21,000. This will also prevent numbers splitting in fully justified text or between lines.. If the number is made up of four digits, it should not be separated with spaces or commas, for example 2100 should not be expressed as 2 100 or 2,100. However, to avoid confusion, spaces should be used for four digit numbers where they are lined up in a table with five or six digit numbers:

948 000  
2 000  
21 000

#### **{ TC \l 2}4.6 Quotation Marks**

Modern publishing practice prefers single quotation marks ( ' '). Double quotation marks are used for quotes within quotes.

#### **{ TC \l 2}4.7 Spelling**

In Australia, the *Macquarie Dictionary* is used as the definitive reference for different spelling options. Where the Macquarie Dictionary gives two options, preference should be given to the first (for example, ageing rather than aging).

Where there is a choice between an ise or ize ending (for example, authorise or authorize), the 'ise' ending should be used.

Program is preferred to programme.

#### **{ TC \l 2}4.8 Format for Parliamentary Papers**

As the primary purpose of an annual report is to report to Parliament, it must meet the format and printing requirements specified for parliamentary papers.

The report must be available in a form that can be reproduced easily and inexpensively. The report should be produced in black and white on standard paper with the following features:

##### *Cover*

Cover and text on the same stock

##### *Text colour*

Black text only (shading may be used)

##### *Paper stock*

White copy paper 80 gsm or white recycled paper 80 gsm

##### *Type Face/Size*

The standard text body typeface is Times New Roman, 12 pt. However, agencies may vary the text face or font. Black and white photographs, bar charts, pie charts and similar illustrations can be included as required.

Text should be contained within the dimensions of:

- a width of 158 mm (or 37.5 picas)
- page depth of 249 mm (or 59 picas)
- 25 mm (1 inch) border of white space surrounding the text on all four sides.

### *Binding*

Annual reports should be flat wire bound (printed on A4 paper and bound with two staples down the left-hand side). Large reports that cannot be stapled may be bound using another method that can easily be removed and replaced, such as comb binding. .

Three hard copies of each annual report should be prepared in this format and sent along with an electronic copy on CD to the Cabinet Services Branch, Cabinet Office, for tabling.

#### FURTHER INFORMATION

Government Publishing SA

Telephone: 8207 1046

Email [govpubsa@dpc.sa.gov.au](mailto:govpubsa@dpc.sa.gov.au)

### **{ TC \I 2}4.9 Format for Agency Purposes**

In addition to tabling annual reports in Parliament, agencies are required to publish annual reports on their websites. Many agencies choose to produce a version of their annual report that is particularly suitable for electronic publishing. These electronic formats should be produced in an inexpensive, simple format.

Guidelines on creating and structuring electronic documents are available from the Commonwealth Government Information Management Office website:

<http://www.agimo.gov.au/information/publishing/formats>

The Government of South Australia logo (or an agency specific variation) must appear on all communications materials. In the case of annual reports, the logo must be reproduced at least on the initial page.

#### FURTHER INFORMATION

Strategic Communications Unit, Department of the Premier and Cabinet

Telephone: 8204 9174

Email [stratcomms@sau.gov.sa.gov.au](mailto:stratcomms@sau.gov.sa.gov.au)

In 2006, Cabinet decided that agency annual reports should be made available to the general public exclusively by electronic means. Where hard copies are required, the black and white Parliamentary version should be used. For this purpose, 'agency' means departments and portfolios that are represented on Senior Management Council.

Agencies that wish to produce promotional annual reports must seek a written exemption from their Minister and meet any additional costs entailed in producing a promotional version from within their own budget.

Agencies not represented on Senior Management Council may produce a hard copy version with basic design features.

For assistance with producing hard copies, contact Government Publishing SA (see details above).

## **{ TC \1}5. CONTENT OF ANNUAL REPORTS: REQUIRED REPORTING ITEMS**

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### **{ TC \2}5.1 Agency Identification**

The front of the annual report should include:

- Government of South Australia logo (or agency specific variation)
- reporting period (for instance 2008-09)
- name, website and address of agency including the unit which prepared the report
- ABN of agency
- contact telephone and facsimile numbers for obtaining copies of the report
- ISBN and ISSN.

ISSN (serials) can be obtained from: <http://www.nla.gov.au/services/issn.html>

ISBN (monographs) can be obtained from: <http://www.thorpe.com.au/isbn/index.htm>

Both an ISSN and ISBN should be used. Agency librarians can provide further advice.

### **{ TC \2}5.2 Letter of Transmittal, Chief Executive's Statement**

A letter of transmittal from the Chief Executive to the Minister outlines the legislation under which the report has been prepared. It may contain information highlighting events and developments during the year and directions and plans for the future. The letter is also the logical place to include the date that the completed report is provided to the Minister.

### **{ TC \2}5.3 Plans and Objectives**

PSM Regulations stipulate that annual reports must include:

*18(f) the agency's strategic plans and the relationship of the plans to Government objectives*

South Australia's Strategic Plan (SASP) sets out 98 targets for the State to strive to achieve. Public sector agencies have been allocated lead and contributing responsibilities for particular targets. Annual reports provide an opportunity to report on the steps taken towards achieving these targets. This reporting need not be too detailed.

Agencies however, should consider describing how they contribute to other targets in the SASP including for example T5.1 and T5.2 on women in leadership and T6.1 on Aboriginal wellbeing. Agencies might also like to discuss 'key interactions' among targets for which they are responsible.

In addition there are a number of targets for which every agency has a contributing responsibility and all agencies should report on these. There are three targets relating to public sector performance as follows:

T1.7 Performance in the public sector – customer and client satisfaction with government services

T1.8 Performance in the public sector – government decision-making

T1.9 Performance in the public sector – administrative efficiency\*

\*NOTE: In future years we will aim to cover this point in the Human Resource Management data section.

All agencies contribute to public sector performance and the annual report is an opportunity to demonstrate the agency's work with the public. Those agencies with

customer service charters, especially where regular measurement of customer satisfaction takes place, ought to report their findings within the context of SASP.

Three additional public sector targets are also relevant to all agencies and these are:

T6.22 Diversity in the public sector – people with disabilities

T6.23 Diversity in the public sector – women

T6.24 Diversity in the public sector – Aboriginal people

#### **{ TC \I 2}5.4 Operations and Initiatives**

PSM Regulations stipulate that annual reports must include:

*18(e) the agency's operations and initiatives (including an assessment of their effectiveness and efficiency)*

Annual reports should explain the agency's regular day-to-day operations and irregular activities that occur during the year. They should also discuss new initiatives that the agency has developed during the reporting period. Operations and initiatives should be presented in the context of the agency's objectives with commentary on how effectively they contributed to those objectives.

#### **{ TC \I 2}5.5 Role, Legislation and Structure (Corporate Governance)**

Section 18 of the Public Sector Management Regulations stipulate that annual reports must include:

*(a) the functions and objectives of the agency*

*(b) the legislation administered by the agency*

*(c) the organisation of the agency*

*(d) the agency's relationship to other agencies within the Minister's area of responsibility*

These reporting requirements relate to an agency's corporate governance arrangements and agencies may wish to frame their reporting in that context.

Ministers have the administration of legislation formally committed to them and remain responsible for it. However, Ministers may, with the agreement of the Premier, delegate responsibility on certain matters to other Ministers under the *Administrative Arrangements Act 1994*. Information on legislation committed to a Minister is usually located with information describing the role and functions of the agency.

Details of the bodies established within a Minister's portfolio that do not constitute agencies in themselves, such as boards, committees and trusts, should be included in this area.

Information should be included on significant changes to organisational structures that occurred in the reporting period. Well-designed, clearly presented organisational charts are useful in demonstrating how agencies work.

If an agency or sub-agency is abolished or absorbed into another agency, its activities must be reported. If an agency is abolished and its functions are split between other agencies, the annual reports of those agencies should clearly indicate the changes that have occurred, how the activities are being reported and for which period.

If an agency is taken over entirely, its activities should be included in the report of its new 'parent' agency. Annual reports are designed primarily to reflect results rather than simply activities. Therefore, where a parent agency has had effective executive control over the activities of a sub-agency for most of the reporting year, it can rightly claim that the results have largely been within its area and the sub-agency's activities and results for the entire year should be reported in the parent agency's annual report.

Financial reporting should be conducted in accordance with Accounting Policy Framework II, *General Purpose Financial Reporting Framework*, Part 5 'Entity

Restructuring', which is available from the Publications and Downloads section of <http://www.treasury.sa.gov.au/>

Agencies involved in an administrative restructure during the financial year should consult the Financial Management Team for assistance with preparing appropriate financial statements.

FURTHER INFORMATION

Government Accounting and Reporting Branch

Department of Treasury and Finance

Telephone: 8226 9529

E-mail [dtffinancialmanagement@saugov.sa.gov.au](mailto:dtffinancialmanagement@saugov.sa.gov.au)

Website: <http://www.treasury.sa.gov.au/>

## { TC \I 2}MANAGEMENT OF HUMAN RESOURCES

Table formats are provided on the following pages as a guide to presenting required information in a consistent manner. In response to the following reporting requirements under section 18 of the *Public Sector Management Regulations 1995*,

*(g): executive employment in the agency (including the number of executives employed at each level of the executive remuneration structure and the number of new executive appointments)*

*(m): human resource and personnel matters as required under the directions of the Commissioner (including the nature and extent of employee training and the use of contracts under Part 7 of the Act governing the employment of non-executives)*

Most of these tables can be produced using standard reports provided by the Workforce Analysis and Comparison Application (WACA), which most agencies use for reporting to the Commissioner for Public Employment. <https://www.waca.org.au>

### Full-Time Equivalents (FTE's)

The full-time equivalent is used to express a part-time employee as a proportion of an employee in an equivalent full-time position. The proportion is expressed as a decimal fraction of one. To calculate the full-time equivalent, divide the number of hours worked per week for each employee by the normal full-time hours per week of his or her position. Do not include overtime hours when calculating the full-time equivalent of an employee.

*For example:*

For a position in which 37.5 hours per week is normal full-time:

An employee working 30.0 hrs/wk would be 0.8 FTE 30.0 divided by 37.5 = 0.8.

Please Note: An employee cannot be expressed as more than one full-time equivalent (1.0).

FURTHER INFORMATION

Office of Ethical Standards and Professional Integrity (OESPI)

Department of the Premier and Cabinet

Email [wic@dpc.sa.gov.au](mailto:wic@dpc.sa.gov.au)

Telephone 8226 2930

**{ TC \ 3}5.6 Employee Numbers, Gender and Status**

Agencies are required to report on overall numbers of employees and the staff gender balance.

*Suggested Tables:*

**EMPLOYEE NUMBERS, GENDER AND STATUS**

Total Number of Employees		
Persons		
FTEs		<i>(FTEs shown to 1 decimal place)</i>

Gender	% Persons	% FTEs
Male		
Female		

Number of Persons During the 08-09 Financial Year	
Separated from the agency	
Recruited to the agency	

Number of Persons at 30 June 2009	
On Leave without Pay	

**NUMBER OF EMPLOYEES BY SALARY BRACKET**

Salary Bracket	Male	Female	Total
\$0 - \$47,999			
\$48,000 - \$60,999			
\$61,000 - \$78,199			
\$78,200 - \$98,499			
\$98,500+			
<b>TOTAL</b>			

Note: Salary details relate to pre-tax income excluding super and FBT. Non-executive employees on salary sacrifice arrangements are shown as pre-sacrifice values. Executive employees are shown as the value of the financial benefits component of their Total Remuneration Package Value excluding super. Non-financial benefits and allowances are excluded for all employees. The salary brackets have been constructed as an approximation for the level of responsibility, and are based on the current remuneration structures of the PSM Act Administrative Services Stream with consideration of the Operational, Professional, Technical and Executive Streams.

Agencies are required to report on the different employment arrangements used and their distribution in an agency - ongoing, contract for a longer term (for a period which extends beyond one year up to five years), contract for a shorter term (for a period up to and including one year) and casual. Please note that all of the following tables refer only to

employees who were 'active' or on leave with pay as at the end of the last pay period in the 2008-09 financial year. The tables include executives.

*Suggested Table:*

**STATUS OF EMPLOYEES IN CURRENT POSITION**

<b>FTEs</b>	<b>Ongoing</b>	<b>Short-Term Contract</b>	<b>Long-Term Contract</b>	<b>Other (Casual)</b>	<b>Total</b>
Male					
Female					
<b>TOTAL</b>					

<b>PERSONS</b>	<b>Ongoing</b>	<b>Short-Term Contract</b>	<b>Long-Term Contract</b>	<b>Other (Casual)</b>	<b>Total</b>
Male					
Female					
<b>TOTAL</b>					

**{ TC \ 3}5.7 Executives**

An executive is someone who:

1. Receives a total salary equivalent to \$98,996 per annum or more (equating to EL1 minimum under the public service structure) **OR** receives a Total Remuneration Package Value (TRPV) type contract equivalent to \$124,443 per annum or more (equating to ExA minimum under the PSM Act). A total remuneration package includes monetary benefits such as salary and allowances, plus employer superannuation contributions and other non-monetary benefits such as a vehicle.

**AND**

2. Has professional or managerial 'executive' responsibilities, and therefore is not receiving a salary or TRPV in the range described above based only on additional allowances paid for specialist skills or for the purposes of attraction and retention.

**OR**

Occupies a position having a work value of 670 points or more (using the *Mercer Cullen Egan Dell* assessment tool).

**OR**

Is appointed pursuant to either Part 4 or Part 7 (Division 1) of the PSM Act 1995.

**OR**

Is employed under the PSM Act in the classification types EL, EX, MLS or SAES.

The definition of executive described above includes statutory and constitutional appointments, managers, chief executive officers, professional specialists, medical officers, nurses and legal services officers employed at the executive level across the administrative unit and other public sector organisations.

Executive remuneration is calculated according to a TRPV approach, which identifies both salary (taxable income) and non-monetary benefits, such as the government's employer superannuation liability. The sum of the monetary and non-monetary components is referred to as the TRPV. Salary level should be considered at value prior to any salary sacrifice.

The following details should be provided for the Chief Executive and each executive within the agency:

- whether they are employed on a contract or under other arrangements
- any right to be appointed to a further position in the public sector at the end of a limited term appointment (i.e. fallback provisions).

*Suggested Table:*

**EXECUTIVES BY GENDER, CLASSIFICATION AND STATUS**

Classification	Ongoing		Tenured Contract		Untenured Contract		Other (Casual)		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Total</b>										

Note: Each executive classification used in the agency should appear in a separate row.

Under Tenured Contracts, employees are entitled to some other appointment in the public sector without the requirement for a selection process, in the event that they are not reappointed to the position at the end of the term of a contract or their employment contract is terminated with notice.

Untenured Contracts are those under which employees have no entitlement to another position within the public sector at the end of the term of a contract, or where their employment contract is terminated with notice.

Each agency is required to report on the remuneration of employees in the financial statements contained in the annual report, in line with the Department of Treasury and Finance's (DTF) Accounting Policy Framework II *General Purpose Financial Reporting Framework* (refer to Part 4 on specific disclosures). Agencies should ensure they adhere to the appropriate definitions when responding to each section. See section 5.15 for the DTF requirements.

**{ TC \ 3}5.8 Leave Management**

All agencies are required to report on leave taken by employees, including sick leave, family carer's leave, and miscellaneous special leave for individual needs and responsibilities. Please note that the figures are to be provided as *average days per FTE not average hours per FTE*.

Sick Leave refers to absence, whether paid or unpaid, resulting from an employee being too ill to work, and where the illness or injury is due to a cause which does not entitle the employee to workers' compensation.

Family Carer's Leave refers to absence on account of family leave, with or without pay.

Miscellaneous Special Leave is outlined in Commissioner's Standard 3.4. It includes leave for unscheduled absences other than for the following reasons: Sick Leave, Family Carers Leave, Industrial Disputes, Workers Compensation, Maternity Paid Leave, Paid Parental Leave, Parental Unpaid Leave, Leave Without Pay, Adoption Leave, Recreation Leave, Long Service Leave and Family Carers Leave.

An average FTE figure must be calculated for the financial year. This involves summing the FTEs at the end of each period and dividing this figure by the number of periods. Any person who was an employee of your agency as of the last day in any of the interval periods must be included in your FTE calculations. Casual employees are not FTEs and must be excluded from the calculations.

Suggested Table:

**AVERAGE DAYS LEAVE PER FULL TIME EQUIVALENT EMPLOYEE**

Leave Type	2005-06	2006-07	2007-08	2008-09
Sick Leave				
Family Carer's Leave				
Miscellaneous Special Leave				

**{ TC \ 3}5.9 Workforce Diversity**

The following section sets out the reporting required from agencies in relation to the composition of their workforce, recognising the value of workforce diversity and the benefits inherent to a workforce that is representative of the community that it serves. This information can be used to benchmark agencies against the South Australian community, and to monitor the success of targeted employment practices. There are currently four aspects of diversity that agencies must report on: Aboriginal and Torres Strait Islander employees, age profile, cultural and linguistic diversity, and disability.

**FURTHER INFORMATION**

Office of Ethical Standards and Professional Integrity (OESPI)  
 Department of the Premier and Cabinet  
 Email [wic@dpc.sa.gov.au](mailto:wic@dpc.sa.gov.au)  
 Telephone 8226 2930

Workforce Diversity: Aboriginal and Torres Strait Islander Employees

An Aboriginal and/or Torres Strait Islander is someone who:

- is of Australian Aboriginal and/or Torres Strait Islander descent;
- identifies as an Aboriginal and/or Torres Strait Islander;
- is accepted as such by the community in which they live or have lived.

Suggested Table:

**ABORIGINAL AND/OR TORRES STRAIT ISLANDER EMPLOYEES**

Salary Bracket	Aboriginal Staff	Total Staff	Percentage Aboriginal	Target*
\$0 - \$47,999				2%
\$48,000 - \$60,999				2%
\$61,000- \$78,199				2%
\$78,200 - \$98,499				2%
\$98,500+				2%
<b>TOTAL</b>				2%

\* Target from SASP

### Workforce Diversity: Age Profile

*Suggested Table*

#### **NUMBER OF EMPLOYEES BY AGE BRACKET BY GENDER**

<b>Age Bracket</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>% of Total</b>	<b>2009 Workforce Benchmark*</b>
15-19					6.5%
20-24					10.3%
25-29					11.1%
30-34					10.7%
35-39					11.7%
40-44					11.4%
45-49					11.9%
50-54					10.3%
55-59					8.2%
60-64					5.3%
65+					2.6%
<b>TOTAL</b>					<b>100.0</b>

\* Source: Australian Bureau of Statistics Australian Demographic Statistics, 6291.0.55.001 Labour Force Status (ST LM8) by sex, age, state, marital status – employed – total from Feb78 Supertable, South Australia at May 2009.

### Workforce Diversity: Cultural and Linguistic Diversity

It is recognised that there are a number of indicators of cultural and linguistic diversity. For the purposes of annual reporting, agencies are only required to report on:

- employees born overseas
- employees who speak languages other than English at home.

*Suggested Table:*

#### **CULTURAL AND LINGUISTIC DIVERSITY**

	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>% Agency</b>	<b>SA Community*</b>
Number of employees born overseas					20.3%
Number of employees who speak language(s) other than English at home					16.6%

\* Benchmarks from ABS Publication Basic Community Profile (SA) Cat No. 2001.0, 2006 census.

### Workforce Diversity: Disability

A new definition was established in 2008 in order to gain a more accurate measure of the number of people with one or more ongoing disabilities and types of disability existing in the employee population. It is understood that a comprehensive count will not be immediately available for most agencies, and that this will only become available if a census of existing employees is conducted and with the consequent updating of the Human Resource Dataset Collection.

People with an ongoing disability are defined as those employees who have any of the disabilities included in the below definition on an ongoing basis:

'Disability is defined under Section 4 of the Commonwealth Disability Discrimination Act (DDA) 1992 as:

- a. total or partial loss of the person's bodily or mental functions; or
- b. total or partial loss of a part of the body; or
- c. the presence in the body of organisms causing disease or illness; or
- d. the presence in the body of organisms capable of causing disease or illness; or
- e. the malfunction, malformation or disfigurement of a part of the person's body; or
- f. a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- g. a disorder, illness or disease that affects a person's thought processes, perceptions of reality, emotions or judgement or that results in disturbed behaviour.

These disabilities can be grouped as follows (employees can belong to more than one of these groups):

- Physical
- Intellectual
- Sensory (eg hearing or sight impairment)
- Psychological/psychiatric
- Other

Workplace Adaptation

Some employees, due to their disability, are considered to have an employment restriction because they:

- are restricted in the type of work they can do;
- need modified hours of work (either a restriction in hours they work, different time schedules or flexible hours of attending);
- require an employer to provide adaptive equipment, a modified work environment, or make other special work related arrangements;
- need to be given ongoing assistance or supervision to carry out their duties safely.

*Suggested Tables:*

**NUMBER OF EMPLOYEES WITH DISABILITIES (ACCORDING TO COMMONWEALTH DDA DEFINITION)**

Male	Female	Total	% of Agency

**TYPES OF EMPLOYEE DISABILITIES**

Disability	Male	Female	Total	% of Agency

Physical				
Intellectual				
Sensory				
Psychological/ Psychiatric				
Other				
Total				<i>[this column will not sum to 100%]</i>

**NUMBER OF EMPLOYEES WITH DISABILITIES REQUIRING WORKPLACE ADAPTATION**

Male	Female	Total	% of Agency

**5.10 { TC \ 3}{ TC \ 3}Performance Development**

Agencies should provide information about individual performance management as the key performance indicator (KPI) for performance development. This KPI is the date on which an employee last participated in a documented performance management review and may also include the review or creation of a documented Individual Development Plan.

*Suggested Table:*

**DOCUMENTED REVIEW OF INDIVIDUAL PERFORMANCE MANAGEMENT**

Employees with ...	% Total Workforce
A review within the past 12 months	
A review older than 12 months	
No review	

**{ TC \ 3}5.11 Leadership and Management Development**

In accordance with agreed reporting standards and section 12.4.2 of the SA Government Wages Parity Enterprise Agreement 2006, agency requirements for the Commissioner for Public Employment’s Annual Report include the following key performance indicator:

- the percentage of expenditure by administrative units on management and leadership development.

These indicators are based on the following definitions:

Total Training and Development Expenditure includes structured training, off-the-job training and staff development initiatives, and encompasses:

- activity / registration fees
- traveling expenses, including accommodation, meals
- cost of facilities and the use of equipment
- fees for the design, implementation and evaluation of structured training
- salaries of internal trainers and relevant overheads
- course fees
- reimbursement of books and other study materials
- gross salaries and wages, plus employer’s contributions to superannuation and pay roll tax, of those undertaking the training for the training period involved, but excluding salaries etc of those participating in on-the-job training
- HECS reimbursement

- costs of study leave
- costs associated with replacing people when training occurs, where it is essential to ensure the ongoing operation of the agency.

Leadership and Management Development expenditure includes the total value of all training and development activities relating to leadership and management undertaken by employees in the financial year to date, and includes all related costs listed in the above definition.

Leadership and management development programs include programs clearly focused on leadership or management skills and their associated costs. They can also include identified aspects of general development programs that address leadership and management as part of the course content.

*Suggested Table:*

**LEADERSHIP AND MANAGEMENT TRAINING EXPENDITURE**

<b>Training and Development</b>	<b>Total Cost</b>	<b>% of Total Salary Expenditure</b>
Total training and development expenditure	\$	%
Total leadership and management development expenditure	\$	%

In this table, ‘% of Total Salary Expenditure’ refers to:

- The percentage of training / leadership and management expenditure relative to total employee remuneration costs,

ie  $\frac{\text{Total Training \& Development Expenditure}}{\text{Total Remuneration Expenditure}} \times 100$

and:  $\frac{\text{Total Leadership \& Management Development Expenditure}}{\text{Total Remuneration Expenditure}} \times 100$

Total Remuneration Expenditure includes:

- Total gross salaries & wages for the whole agency, including allowances, leave loading, overtime;
- Total of employer’s contributions to superannuation; and
- Total of pay roll tax

**{ TC \ 3}5.12 Accredited Training Packages**

In accordance with agreed reporting standards and section 12.4.3 of the SA Government Wages Parity Enterprise agreement 2006, agency requirements for the Commissioner for Public Employment’s Annual Report include the following key performance indicator:

- The extent of implementation of accredited training packages within administrative units and the classification level of the employees involved.

Accredited training is defined as training that involves competencies from an endorsed Training Package and which has led to a qualification or statement of attainment being issued from a Registered Training Organisation to the participant(s). Accredited training packages are formally endorsed by the Department of Education, Science and Training. Full information on accredited training packages is available at: [www.dest.gov.au](http://www.dest.gov.au)

Please note that the following table refers only to employees currently enrolled in an accredited training package or who have attained a qualification or statement of attainment during the 2008-09 financial year and who were ‘active’ or on leave with pay with the agency as at the end of the last pay period in the 2008-09 financial year. The table includes executives.

Suggested table:

**ACCREDITED TRAINING PACKAGES BY CLASSIFICATION**

Classification	Number of Accredited Training Packages

Note: Each employee classification used in the agency should appear as a separate row.

**{ TC \ 3}5.13 Equal Employment Opportunity Programs**

Section 18(h) of the Public Sector Management Regulations stipulate that annual reports must include ‘information about equal employment opportunity programs established by the Minister under section 67 of the Act’.

Agencies are to report on and evaluate any public sector wide equal opportunity employment programs they manage on behalf of the public sector, including an evaluation of their achievements, and report on their participation in such programs. Currently these programs include:

- SA Government Youth Training Scheme and the Trainee Employment Register
- SA Public Sector Aboriginal Recruitment and Development Strategy and the Aboriginal Employment Register
- Strategy for Employment of People with Disabilities (which includes the Disability Employment Register).

Agencies are also to report on their own specific equal employment opportunity programs or initiatives.

**5.14{ TC \ 3} { TC \ 2}Occupational Health, Safety and Injury Management**

The “Safety in the Public Sector 2007-2010” strategy embeds the Premier’s Zero Harm Vision and underpins South Australia’s Strategic Plan Objective 2: Improving Wellbeing, Target 2.11: Greater Safety at Work.

Reports should reflect performance against the agency implementation plan for Safety in the Public Sector 2007-2010 and allow for an accurate view to be formed of the Agency’s safety performance by the public and key stakeholders such as WorkCover and SafeWork SA. The Public Sector Management Regulations 1995 stipulate that annual reports must include:

*18 (k):the occupational health, safety and rehabilitation programs of the agency (including an evaluation of the programs and their effectiveness)*

The *Occupational Health, Safety and Welfare (OHS&W) Act 1986 and Regulations 1995* and the *Workers Rehabilitation and Compensation Act 1986, Regulations* and South Australian Public Sector Code of Practice for Crown Exempt Employers require agencies to demonstrate the effectiveness of their systems. Suitable information to report includes:

- Performance against the elements of:
  - Sustainable Commitment
  - Financial Accountability
  - Integrated Risk Management
  - Rigorous Evaluation
- Relevant information from WorkCover partnership plans and the [Responsible Officer Report](#).
- Consultative arrangements, including composition of corporate occupational health and safety committees, health and safety representatives and arrangements with registered organisations.
- The following 3 tables:

**Table 1 OHS Notices and Corrective Action taken**

Number of notifiable occurrences pursuant to OHS&W Regulations Division 6.6	
Number of notifiable injuries pursuant to OHS&W Regulations Division 6.6	
Number of notices served pursuant to OHS&W Act s35, s39 and s40 (default, improvement and prohibition notices)	

Comment

**Table 2: Agency gross<sup>1</sup> workers compensation expenditure for 2008-09 compared with 2007-08<sup>2</sup>**

<b>EXPENDITURE</b>	<b>2008-09 (\$m)</b>	<b>2007-08 (\$m)</b>	<b>Variation (\$m) + (-)</b>	<b>% Change + (-)</b>
Income Maintenance				
Lump Sum Settlements Redemptions - Sect.42				
Lump Sum Settlements Permanent Disability – Sect. 43				
Medical/Hospital Costs combined				
Other				
<b>Total Claims Expenditure</b>				

Comment

**Table 3 Meeting Safety Performance Targets<sup>3</sup>**

	<b>Base: 2005-06</b>	<b>Performance: 12 months to end of June 2009<sup>*</sup></b>			<b>Final Target</b>
	<b>Numbers or %</b>	<b>Actual</b>	<b>Notional Quarterly Target<sup>**</sup></b>	<b>Variation</b>	<b>Number s or %</b>
1. Workplace Fatalities					
2. New Workplace Injury Claims					
3. New Workplace Injury Claims Frequency Rate					
4. Lost Time Injury Frequency Rate <sup>***</sup>					
5. New Psychological Injury Claims					
6. Rehabilitation and Return to					

<sup>1</sup> before 3rd party recovery

<sup>2</sup> Information available from IDEAS RS/SIMS (for detailed advice on data extraction contact PSWD)

<sup>3</sup> Information available from IDEAS RS/SIMS (SIPS target report)

Work:					
6a. Early Assessment within 2 days					80% or more
6b. Early Intervention within 5 days					80% or more
6c. RTW within 5 business days					75% or more
7. Claim Determination:					
7a. Claims determined in 10 business days					75% or more
7b. Claims still to be determined after 3 months					3% or less
8. Income Maintenance Payments for Recent Injuries:					
2007-08 Injuries (at 24 months development)					Below previous 2 years average
2008-09 Injuries (at 12 months development)					Below previous 2 years average
* Except for Target 8, which is YTD. For Targets 5, 6c, 7a and 7b, performance is measured up to the previous quarter to allow reporting lag.					
** Based on cumulative reduction from base at a constant quarterly figure.					
***Lost Time Injury Frequency Rate Injury frequency rate for new lost-time injury/disease for each one million hours worked. This frequency rate is calculated for benchmarking and is used by the WorkCover Corporation.					
<b>Formula for Lost Time Injury frequency rate (new claims):</b>					
$\frac{\text{Number of new cases of lost-time injury/disease for year} \times 1,000,000}{\text{Number of hours worked in the year}}$					

Comment:

FURTHER INFORMATION  
Public Sector Workforce Relations (PSWR),  
Department of the Premier and Cabinet  
Email [dewar.grant@dpc.sa.gov.au](mailto:dewar.grant@dpc.sa.gov.au)  
Telephone 8207 2287

## { TC \ 2}5.15 Financial Performance

Section 18(j) of the Public Sector Management Regulations 1995 stipulates that:

18 (j): *the financial performance of the agency including:*

- (i) audited financial statements prepared in accordance with the Treasurer's Instructions and the report of the Auditor-General on the financial statements; and*
- (ii) any other financial information in respect of the agency's operations required to be reported to Parliament under another Act.*

The general purpose financial statements should be intelligible to readers who have a reasonable knowledge of contemporary accounting practices. Information should be presented in the most understandable manner without sacrificing relevance or reliability, consistent with the AASB 101 *Presentation of Financial Statements*; and Accounting Policy Statements issued by the Treasurer. Information contained in the general purpose financial statements should be consistent with the information contained elsewhere in the annual report.

Pursuant to section 41 of the *Public Finance and Audit Act 1987*, Treasurer's Instruction 19 *Financial Reporting* sets out the requirements for preparing annual financial statements. Treasurer's Instructions are available from the Department of Treasury and Finance website ([www.treasury.sa.gov.au](http://www.treasury.sa.gov.au)).

Pursuant to Treasurer's Instruction 19, the Chief Executive is responsible for preparing general purpose financial statements, which will:

- comply with Australian accounting standards and any accounting policy statements issued by the Treasurer pursuant to the *Public Finance and Audit Act 1987*
- be provided to the Auditor-General within 42 days of the end of the reporting period be reconciled with relevant accounting records maintained by the Treasurer

Under Treasurer's Instruction 19, Chief Executives must ensure that the annual report includes the general purpose financial statements. It must have the same form and content as the statements certified as presenting fairly by the Chief Executive and the officer responsible for financial administration, together with a copy of the opinion of the Auditor-General.

The preferred form and content of the general purpose financial statements is provided in the Department of Treasury and Finance's Model Financial Statement. Financial statements should be prepared on an accrual basis unless governing legislation specifies that a cash basis must be used.

The general purpose financial statements will include:

- Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the reporting period
- Statement of Financial Position as at the end of the reporting period
- explanatory notes forming part of the financial statements
- financial statements/schedules and explanatory notes for administered items
- certification statement by the Chief Executive and the officer responsible for the financial administration of the entity and, in the case of a statutory authority, the presiding member of the governing authority
- signed audit certificate.

Each agency is also required to report on the remuneration of executives and other employees in the report, in line with Accounting Policy Framework II *General Purpose Financial Statements Framework* (refer to Part 4 on specific disclosures).

Agencies are encouraged but not required to include a comparison of outcomes to budgets, including variance explanations where they are material. This comparison will

enable assessment of the extent to which agreed financial and performance targets have been achieved.

For further detail on the form and content of general purpose financial statements, refer to Accounting Policy Framework II *General Purpose Financial Statements Framework* and the Model Financial Statements, available from the Department of Treasury and Finance website, [www.treasury.sa.gov.au](http://www.treasury.sa.gov.au).

#### FURTHER INFORMATION

Government Accounting and Reporting Branch

Department of Treasury and Finance

Telephone: 8226 9529

E-mail [dtffinancialmanagement@saugov.sa.gov.au](mailto:dtffinancialmanagement@saugov.sa.gov.au)

Website: <http://www.treasury.sa.gov.au>

### 5.16 { TC \ 2} Contractual Arrangements

Agencies must include a summary of all contractual arrangements entered into where the total value of the contract exceeds \$4 million (GST inclusive) and extends beyond a single year. For the purposes of the report, contractual arrangements are those where:

- services traditionally provided 'in house' and performed by the public sector are now contracted out to the private sector; and/or
- the private sector provides public sector infrastructure; and/or
- there are significant strategic initiatives in the delivery of public services or provision of public infrastructure.

The summary should include:

- a brief description of the function
- the key agency objective(s) in contracting out the function
- the private sector participant
- the duration of the arrangements
- details of the assets transferred
- contingent and other liabilities.

Agencies should continue to report on contracts that fall into this category during the life of the contract. Agencies that have not entered into any contractual arrangements in line with this reporting requirement should indicate this in their annual report.

It should be noted that this requirement does not alter the obligations of public authorities under the Department of the Premier and Cabinet Circular 27 *Disclosure of Government Contracts*.

### { TC \ 2} 5.17 Account Payment Performance

Treasurer's Instruction 11 *Payment of Creditors' Accounts* requires public authorities to forward account payment performance reports to the Department of Treasury and Finance. The annual report should show the number and value of creditors' accounts paid and the extent to which those accounts have been paid in accordance with Treasurer's Instruction 11. Some broad comment on agency performance should be included in the report. Please see the suggested table on the following page.

Suggested Table:

**ACCOUNT PAYMENT PERFORMANCE**

Particulars	Number of accounts paid	Percentage of accounts paid (by number)	Value in \$A of accounts paid	Percentage of accounts paid (by value)
Paid by due date*				
Paid late, within 30 days of due date				
Paid more than 30 days from due date				

\*Note: The due date is defined under section 11.7 of Treasurer’s Instruction 11 *Payment of Creditors’ Accounts*. Generally, unless there is a discount or a written agreement between the public authority and the creditor, payment should be within thirty days of the date of the invoice or claim. Some agencies receive invoices significantly later than the invoice date, due to supplier invoicing processes. Agencies may choose to report against the date the invoice is first received rather than the date of invoice.

**{ TC \ 2}5.18 Fraud**

The *Public Sector Management Regulations 1995* stipulate that annual reports must include:

18 (i): *the number of instances and nature of fraud detected in the agency and the strategies implemented to control and prevent fraud.*

**{ TC \ 2}5.19 Consultants**

Agencies are required to report on the extent to which they have engaged external consultants, the nature of the work undertaken by the consultants and the total cost to the agency of the consultancies.

The term ‘consultant’ is defined in Accounting Policy Framework II, at APS 4.6 as:

*...a person or entity who is engaged by an entity for a specified period to carry out a task that requires specialist skills and knowledge not available in the entity. The objectives of the task will be achieved by the consultant free from direction by the entity as to the way it is performed and in circumstances in which the engagement of a person under normal conditions is not a feasible alternative.*

Consultancies should be grouped into the following ranges:

- below \$10 000
- \$10 000-\$50 000
- above \$50 000.

The details of expenditure relating to individual consultancies do not need to be reported, just the total amount spent for each range, and total expenditure on all consultancies for the year. In the range below \$10 000, agencies should provide the number of consultancies engaged. In the ranges above \$10 000, agencies should name each consulting firm and provide a brief summary of the services for which they were engaged.

## 5.20 Overseas Travel

Public sector agencies must provide a summary of overseas travel by employees (including Chief Executives). The summary needs to include destinations, reasons for travel, total number of employees involved and the total cost to the agency (ie salary, on costs, travel, accommodation, conference fees etc). It is no longer necessary to provide a copy of this summary to the Commissioner for Public Employment.

Overseas travel is defined in the Commissioner's Public Sector Management Standard 3.2, 'Travel', which states that: 'Travel within Australasia (including visits to New Zealand, Papua New Guinea and Australian Territories) is not subject to the overseas travel requirements of this standard, unless it forms part of a more extensive itinerary encompassing other overseas destinations.'

*Suggested Table:*

### OVERSEAS TRAVEL

Number of Employees	Destination/s	Reasons for Travel	Total Cost to Agency
1	China	To meet with research leaders and scientific staff and inspect research institutions and sites.	\$5 000
5	Singapore	To meet with trade officials and discuss industry links.	\$30 000

## 5.21 Reporting Against the Carers Recognition Act

**Carers are defined**, for the purposes of this Legislation, as:

the family and friends who provide ongoing care or assistance to someone who has a disability, or a chronic illness including a mental illness, or who is frail.

**A person is not a carer for the purposes of this legislation if:**

the person provides the care or assistance under a contract for services in the course of doing community work or *only because* of the relationship of the person to whom the care or assistance is being provided. This Act does not encompass the care which is provided to a child under the *Children's Protection Act 1993* or any other Act.

State Government Departments deemed "relevant" to the *Carers Recognition Act 2005* and required to report their compliance with Section 6 of the *Act* are:

- The Department for Families and Communities (DFC)
- SA Health
- The Department for Education and Children's Services (DECS)
- The Department for Further Education, Employment, Science and Technology (DFEEST)
- The Department of Transport, Energy and Infrastructure (DTEI)
- The Justice Portfolio (including South Australia Police (SAPOL)).

Section 6 of the Act requires:

- Portfolios to ensure all officers, staff and agents have an awareness and understanding of the Carers Charter
- Portfolios to ensure appropriate consultation with carers, or persons or bodies that represent carers, in the development of strategic and business plans and policies and procedures, including in the delivery of service
- Portfolios to ensure the principles of the Carers Charter are reflected in Departmental practices.

The linked [template](#) provides a framework to assist agencies to report against all requirements of the *Carers Recognition Act 2005*.

Carers include agency customers or clients as well as agency employees who are also carers. The reporting template comprises:

- Reporting against the *Carers Recognition Act 2005* for employees who are carers
- Reporting against the *Carers Recognition Act 2005* for consumers/clients.

**FURTHER INFORMATION**

Office for Carers

Department for Families and Communities

Telephone: 8207 0424

Website: [www.familiesandcommunities.sa.gov.au/sacarers](http://www.familiesandcommunities.sa.gov.au/sacarers)

## { TC \ 2}5.22 Disability Action Plans

*Promoting Independence - Disability Action Plans for South Australia* provides a framework of action for agencies to meet the requirements of the *Disability Discrimination Act 1992* (Cwlth) and the *Equal Opportunity Act 1984* (SA).

Agencies are required to report on progress against the following six outcome areas outlined in *Promoting Independence*:

1. Portfolios and their agencies ensure accessibility of their facilities and services to people with disabilities, both as customers and employees. (Circular 13 also describes the requirement for reporting the number of employees with ongoing disabilities in the Management of Human Resources section.)
2. Portfolios and their agencies ensure information about their services and programs is accessible and inclusive of people with disabilities.
3. Portfolios and their agencies deliver advice or services to people with disabilities with awareness and understanding of issues affecting people with disabilities. In doing so, agencies should report on the extent of the delivery of disability awareness training with staff using the *South Australia Disability Awareness and Discrimination Training Framework*.
4. Portfolios and their agencies provide opportunities for consultation with people with disabilities in decision making processes regarding service delivery and in the implementation of complaints and grievance mechanisms.
5. Portfolio Chief Executives ensure that their portfolio has met the requirements of the *Disability Discrimination Act 1992* (Cwlth) and the *Equal Opportunity Act 1984* (SA).
6. Portfolios report on how they are increasing the rate of employment of people with a disability in order to meet SASP Target 6.22 – ‘to double the number of people with disabilities employed in the public sector by 2014’.

In addition, Chief Executives should comment on how the policy has been integrated into planning processes and the strategies in place to ensure employment practices and recruiting strategies do not discriminate against people with disabilities.

**FURTHER INFORMATION**

Office for Disability and Client Services

Department for Families and Communities

Telephone: 8226 6052

Website: <http://www.familiesandcommunities.sa.gov.au>

**{ TC \ 2}5.23 Asbestos Management in Government Buildings**

Agencies are required to report on asbestos management activities in government buildings. Cabinet approved the current refined reporting process on 13 March 2007, which requires two types of annual reporting:

- Government of South Australia agency annual reports are required to include tabular data of asbestos-containing materials that are present in their owned built assets (residential and non-residential). Agencies may also include notes to describe their achievements for the year, and ongoing works and policies.
- Building Management (Department for Transport, Energy and Infrastructure) is required to compile an annual across-Government asbestos risk reduction report, including detailed analysis of aggregated data from the agencies, for Cabinet and Senior Management Council to note.

These reports will address SASP Objective 2 'Improving Wellbeing' by summarising the asbestos-containing materials that are present in government-owned assets and how these are being managed and removed. They also raise awareness of the ongoing nature of asbestos management and the government's risk management approach.

The standard report table is provided below. Agencies are to include the number of sites per category for the start and end of the reporting year and provide any relevant further commentary in an 'additional information' section. A guide explaining the reporting process in detail is available from the Building Management Division in the Department for Transport, Energy and Infrastructure.

*Suggested table:*

**[AGENCY NAME]: ANNUAL ASBESTOS MANAGEMENT REPORT 2008-09**

Category	Number of Sites		Category Description	Interpretation One or more items at these sites ...
	At start of year	At end of year		
1			Remove	should be removed promptly.
2			Remove as soon as practicable	should be scheduled for removal at a practicable time.
3			Use care during maintenance	may need removal during maintenance works.
4			Monitor condition	has asbestos present. Inspect according to legislation and policy.
5			No asbestos identified / identified asbestos has been removed	(All asbestos identified as per OHS&W 4.2.10(1) has been removed)

6	Further information required	(These sites not yet categorised)
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Definitions:

Category: The site performance score, determined by the lowest item performance score at each site.

Number of Sites in Category: A count of how many sites have the corresponding site performance score, with separate counts done at the start and the end of each year.

Category Description: Indicates the recommended action corresponding to the lowest item performance score (recorded in the asbestos register by a competent person, as per OHS & W Regulations (SA) 1995, 4.2.10).

Interpretation: A brief real-world example of what each category implies for a site.

FURTHER INFORMATION  
 Building Management Division, Department for Transport, Energy and Infrastructure  
 Telephone: 8226 5225

#### 5.24 Urban Design Charter

Cabinet adopted the South Australian Urban Design Charter as whole-of-government urban policy. The Charter was publicly released in November 2004. South Australian Government agencies are required to report on their implementation of the Urban Design Charter and its principles.

The Urban Design Charter aims to promote the benefits of good urban design, embed the principles into government processes and record the Government of South Australia's commitment to good urban design. The Charter achieves these aims through principles that express community and environmental needs through the design and management of public places.

FURTHER INFORMATION  
 Planning SA  
 Telephone: 8303 0762  
 Website:  
<http://publicspace.planning.sa.gov.au/index.cfm?objectid=36388D2E-17A4-1AEC-D4278065CE0E507F>

#### { TC \ 2}5.25 Freedom of Information – information statements

Agencies please note, if FOI Information Statements are published on your website it is NOT mandatory to also publish them in your annual report.

##### Publication of Information Statements

Under section 9 of the *Freedom of Information Act 1991*, agencies must publish an up-to-date information statement every 12 months. Information statements must be published in the agency's annual report, on a website maintained by the agency, or both.

The information statement must contain a description of:

- the structure and functions of the agency
- the ways in which the functions of the agency affect members of the public
- any arrangements that enable members of the public to participate in the formulation of the agency's policies and the exercise of the agency's functions

- the various kinds of documents that are usually held by the agency, including any which are available for inspection, for purchase or free of charge
- the arrangements that enable members of the public to obtain access to the agency's documents and to seek amendment of the agency's records concerning their personal affairs. This includes details of the person to whom inquiries should be made and the address at which applications can be lodged.

The information statement must also:

- identify each of the agency's policy documents
- specify to whom inquiries about policy documents can be made
- specify the times and addresses where the agency's policy documents can be inspected or purchased.

If any information published in the Information Statement would make the Information Statement itself an exempt document under the *Freedom of Information Act 1991*, then the publication of the information is not required.

State Records has published an information sheet relating to FOI Information Statements, which is available at:

[http://www.archives.sa.gov.au/files/foi\\_admin\\_infostatement.pdf](http://www.archives.sa.gov.au/files/foi_admin_infostatement.pdf)

FURTHER INFORMATION	
State Records of South Australia	
Email:	<a href="mailto:foi@saugov.sa.gov.au">foi@saugov.sa.gov.au</a>
Website:	<a href="http://www.archives.sa.gov.au">http://www.archives.sa.gov.au</a>

### { TC \I 2}5.26 Energy Efficiency Action Plan Reports

Agencies are required to report their performance against annual energy efficiency targets under the government's Energy Efficiency Action Plan. The plan defines energy efficiency measures for new buildings and major refurbishment projects and incorporates energy efficiency practices into maintenance programs and procurement policies. The plan includes the target to improve the energy efficiency of government buildings by 25% from 2000-01 levels by 2014.

Under the plan agencies are required to report against the table below. Please see explanatory notes on the following page.

*Suggested table:*

#### PERFORMANCE AGAINST ANNUAL ENERGY EFFICIENCY TARGETS

	Energy Use (GJ) <sup>1</sup>	GHG Emissions <sup>2</sup>	Business Measure <sup>6</sup>
Base Year 2000/2001 <sup>3</sup> :			
Agency One	XX	XX	XX
Agency Two, etc.	XX	XX	XX
<b>Portfolio Total</b>	<b>XX</b>	<b>XXX</b>	<b>XX</b>
Base Year 2000/2001 <sup>3</sup> :			
Agency One		MJ <sup>4</sup> /business measure1/annum	
Agency Two, etc.		MJ/business measure2/annum	
<b>Portfolio Total</b>		XX	
Year Being Reported:			
Agency One	XX	XX	XX
Agency Two, etc.	XX	XX	XX
<b>Portfolio Total</b>	<b>XX</b>	<b>XXX</b>	<b>XX</b>

<b>Portfolio Target<sup>5</sup></b> (for Year Being Reported)	MJ/business measure1/annum = XX
<b>Final Portfolio Target<sup>6</sup></b> (for 2014)	MJ/business measure1/annum = XX

Notes:

<sup>1</sup> Energy use data will be expressed in gigajoules (GJ) and will be the sum of all fuel types used in each agency (i.e. electricity, natural gas, bottled gas, etc.) for that period. This data will have been collected at a site level and aggregated up to agency level by the portfolio Reference Group member.

<sup>2</sup> Many portfolios are pursuing a 'triple bottom line' reporting approach. It is therefore an optional extra that portfolios may wish to include Greenhouse Gas Emissions (in CO<sub>2</sub>) as a means of quantifying a significant aspect of environmental performance. Greenhouse gas coefficients differ for fuel types. Please contact Energy Division, Department for Transport, Energy and Infrastructure to obtain these coefficients for South Australia.

<sup>3</sup> It is acknowledged that portfolio structures change over time. Therefore the Portfolio baseline will represent the structure of the portfolio in the given reporting period.

<sup>4</sup> To obtain a MJ figure multiply GJ by 1000.

<sup>5</sup> The Portfolio target for the current year is based on an agreed methodology and can be obtained through the portfolio Reference Group member.

<sup>6</sup> The Portfolio target in 2014 should equal a 25% energy efficiency improvement from the base year 2000/01.

<sup>7</sup> Business measures are also known as normalisation factors. A key performance indicator for energy efficiency is energy intensity, i.e. the energy consumed per unit of a given business measure. Some typical business measures are the number of employees (FTEs) and the square metres of floor area of a building. The energy intensity therefore becomes the energy used per unit defined by the business measure such as MJ/m<sup>2</sup> and MJ/FTE.

A separate explanation of the data contained in the table should be provided. It should explain any changes to both the portfolio baseline and portfolio targets caused by changes in the portfolio.

**{ TC \I 3} Significant energy management achievements**

Under this heading agencies should report on projects where quantified (or quantifiable) results are available. Examples of items that may be included are:

- construction and refurbishment projects (see Action 2.1 of the Energy Efficiency Action Plan)
- initiatives in new leases (see Action 2.2)
- implemented energy savings projects, including any preventative maintenance activities, minor works and any energy performance contracts entered into by agencies (see Actions 2.3 and 2.5)
- new purchases where a desirable life cycle result was achieved (see Action 3).

**{ TC \I 3} Other achievements against the Energy Efficiency Action Plan**

Under this heading agencies should report on process initiatives. Examples of items that may be included are:

- establishment of internal steering groups
- staff awareness and portfolio-wide programs
- new purchasing policies.

The Energy Efficiency Reference Group (EERG) was established by Cabinet in November 2001 to assist agencies reach energy targets and monitor their progress in accordance with the Energy Efficiency Action Plan. The EERG meets monthly, has representatives of executive management of all portfolios, and is co-chaired by the Department of the Premier and Cabinet (Cabinet Office) and the Department for Transport, Energy and Infrastructure. Reference Group members can provide information on the energy use collection and reporting processes within their portfolio. Agencies who wish to obtain the name and contact details of the Reference Group representative for their portfolio should contact the Energy Division of the Department for Transport, Energy and Infrastructure.

**FURTHER INFORMATION**

Energy Division, Department for Transport, Energy and Infrastructure  
 Email [eergsecretariat@saugov.sa.gov.au](mailto:eergsecretariat@saugov.sa.gov.au)  
 Website: [www.dtei.sa.gov.au/energy](http://www.dtei.sa.gov.au/energy)  
 Phone: 82041625

**5.27 { TC \ 3} Greening of Government Operations (GoGO) Framework**

The GoGO Action Plan was approved by Cabinet in February 2006 to provide the implementation framework for South Australian Government agencies to progress greening programs. The GoGO plan builds upon the Government Energy Efficiency Action Plan and commits agencies to achieving eight strategic milestones within specified timeframes. The timeframes and milestones are identified in the following table. Please contact Sustainability and Climate Change Office for details on reporting requirements.

<b>Strategic milestones</b>	<b>Timeframe</b>
M1: Established Chief Executive 'Statement of Commitment' to Greening of Government Operations	18 May 2009
M2: Allocated resources to set up governance and initiate internal review	20 July 2009
M3: Completed initial review of environmental impacts and determined priorities and allocated resources	20 July 2009
M4: Set performance goals/internal targets (informed by South Australia's Strategic Plan targets and/or other targets agreed by Government)	20 July 2009
M5: Approved agency Implementation Plan	17 August 2009
M6: Reported on status/progress in reaching performance goals/targets	30 June 2009
M7: Initiated agency implementation plan	30 June 2007 onwards
M8: Undertaking ongoing measuring, monitoring, reporting and continuous improvement of performance	Ongoing

**FURTHER INFORMATION**

Sustainability and Climate Change Office  
Department of the Premier and Cabinet  
Telephone: 8204 9028

### **{ TC \ 2}5.28 Regional Impact Assessment Statements**

Under the Regional Impact Assessment Statements Policy, agencies are to prepare and publish Regional Impact Assessment Statements prior to implementing significant changes to existing government services to rural and regional areas. Agencies are obliged to list Regional Impact Assessment Statements undertaken throughout the year in their annual report.

Only those agencies that have prepared a regional impact assessment statement during the reporting period are required to include one in the annual report.

FURTHER INFORMATION  
Office of Regional Affairs  
Telephone: 8303 2198  
Website: [www.ora.sa.gov.au](http://www.ora.sa.gov.au)

### **{ TC \ 2}5.29 Glossary**

A glossary is essential for reports that contain large numbers of acronyms and abbreviations.. The glossary is traditionally placed at the end of the report before the index (see *Style Manual*, 6th edition, AGPS, 2002 for the order of parts in Commonwealth Government publications).

### **{ TC \ 2}5.30 Index**

An index is very useful, particularly for large reports. However, a comprehensive contents page will be sufficient to enable readers to navigate most annual reports.

## **{ TC \ 1}6. CONTENT OF ANNUAL REPORTS: OPTIONAL REPORTING ITEMS**

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### **6.1 { TC \ 2}Freedom of Information – statistical reporting**

#### **{ TC \ 2}Statistical Reporting**

It is not mandatory for an agency to publish FOI statistics in its annual report since FOI statistics are reported at a whole of government level in an Annual Report prepared by State Records on behalf of the Minister responsible for the FOI Act.

However agencies are required to report FOI statistics to State Records to enable the whole of government FOI Annual Report to be prepared. State Records has published an Information Sheet explaining how agencies must meet this requirement, which is available at [http://www.archives.sa.gov.au/files/foi\\_admin\\_reporting.pdf](http://www.archives.sa.gov.au/files/foi_admin_reporting.pdf)

#### FURTHER INFORMATION

State Records of South Australia

Email: [foi@saugov.sa.gov.au](mailto:foi@saugov.sa.gov.au)

Website: <http://www.archives.sa.gov.au>

### **{ TC \ 2}6.2 Sustainability Reporting**

Objective 3 in the SASP is *Attaining Sustainability*. The objective contains a number of targets that focus on protecting our biodiversity, securing sustainable water and energy supplies, and minimising waste. The annual report provides an opportunity for agencies to report on progress towards such sustainability targets.

Agencies may wish to frame their annual report in the context of sustainability reporting. It is widely accepted that agency activities are sustainable if they meet the needs of the present without compromising the ability of future generations to meet their own needs.

The Global Reporting Initiative (GRI) is becoming the international standard for sustainability reporting. It is a framework that incorporates a set of indicators and measures of aspects of economic, environmental and social performance, incorporating a triple bottom line approach.

The GRI Framework comprises three sets of documents: the reporting guidelines, sector supplements and technical protocols. A sector supplement for use by public agencies is available from the GRI website. More information is available at: <http://www.globalreporting.org>

Many of the reporting requirements described in this circular bear a close resemblance to GRI indicators. A particularly useful resource is the Commonwealth Department of the Environment and Heritage triple bottom line report: <http://www.deh.gov.au/settlements/industry/finance/publications/triple-bottom/index.html>

#### FURTHER INFORMATION

Sustainability and Climate Change Office

Department of the Premier and Cabinet

Telephone: 8204 9028

### **{ TC \ 2}6.3 Reconciliation Statement**

The Government of South Australia has established an Across Government Reconciliation Reference Committee and encourages agencies to establish internal reconciliation committees. Agencies are also encouraged to include reconciliation achievements in their annual reports.

#### **{ TC \ 2}6.4 Gender Reporting**

In accordance with recommendations of the Premier's Council for Women, comprehensive gender analysis of key programs and policies is an essential component in monitoring how well programs and services match women's needs. In future it is intended that details of this analysis will form part of annual reports.

There are three core goals in developing reporting frameworks that embrace gender considerations:

- raising awareness about gender issues
- accountability for gender equity commitments
- changing budgets and policies so that equality is promoted and better reflects the needs and interests of both women and men.

This form of comprehensive analysis requires examination of mainstream program areas as well as those specifically targeting women and equal opportunity initiatives. In future years, a reporting framework will be developed to enable agencies to include details of gender considerations in their policies and programs.

**{ TC \1 1}{ TC \1 1}APPENDIX 1: PUBLIC SECTOR MANAGEMENT ACT 1995  
DEFINITION OF ‘PUBLIC SECTOR AGENCY’**

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The *Public Sector Management Act 1995* (Part 1.3 (subsection 1)) defines a public sector agency as:

- (a) an administrative unit; or
- (b) an agency or instrumentality of the Crown (including a Minister); or
- (c) a body corporate—
  - (i) comprised of persons, or with a governing body comprised of persons, a majority of whom are appointed by the Governor, a Minister or an agency or instrumentality of the Crown; or
  - (ii) subject to control or direction by a Minister; or
  - (iii) declared under subsection (2) to be a public sector agency; or
- (d) a subsidiary of a person or body referred to in paragraph (b) or (c),

but does not include a person or body declared under subsection (2) not to be a public sector agency;

Part 1.3 (subsection 2) stipulates:

The Minister may, by notice published in the Gazette—

- (a) declare that a specified person or body is or is not a public sector agency for the purposes of this Act; or
- (ab) declare that a person holding or acting in a specified position (being a position established by an Act or an executive position) is a senior official; or
- (b) vary or revoke a notice under this subsection.

## APPENDIX 2: FURTHER INFORMATION

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Queries Regarding...	Agency	Phone No.
This Circular	DPC Cabinet Office	8226 3515
Tabling of Reports	DPC Cabinet Office	8226 3602
Format Requirements for Parliamentary Papers	Government Publishing SA	8207 1046
Government Branding	DPC Strategic Communications Unit	8204 9174
Human Resources Reporting Requirements	Office of Ethical Standards and Professional Integrity (OESPI)	8226 4286
Occupational Health, Safety & Injury Management	DPC Public Sector Workforce Division	8226 2675
Disability Action Plan Reporting	Department for Families and Communities	8226 6052
Financial Reporting Requirements	DTF Government Accounting and Reporting Branch	8226 9529
Energy Efficiency Action Plan	DTEI Energy Division	8226 5928
Freedom of Information	State Records of SA	foi@saugov.sa.gov.au
Asbestos Management	DTEI Building Management	8226 5179 8226 5225
Carers Recognition Act	DFC	8207 0424
Regional Impact Assessment Statements	Office of Regional Affairs	8303 2198
Greening of Government Operations	DPC Sustainability and Climate Change Office	8204 9028
Urban Design Charter	DPLG	8303 0762

DFC - Department for Families and Communities  
DPC – Department of the Premier and Cabinet  
DTEI – Department for Transport, Energy and Infrastructure  
DTF – Department of Treasury and Finance  
DPLG – Department of Planning and Local Government  
OESPI - Office of Ethical Standards and Professional Integrity