

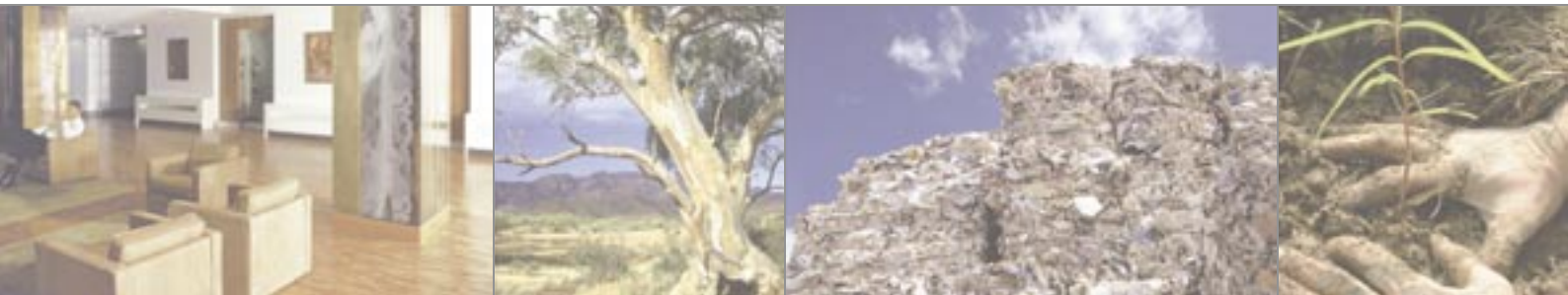


Australian Government

Department of the Environment and Heritage

Triple Bottom Line Report 2003-04

Our environmental, social and economic performance



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Assistant Secretary
Environment Protection Branch
Department of the Environment and Heritage
GPO Box 787
Canberra ACT 2601

Internet: www.deh.gov.au/tblreport

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TBL Report team: Cleve McKay, Shelley Komorowski, Mel Martin, Ceinwyn Whittaker, Paul Starr, Nigel Kirk, David Pinch, Sarah Yip.

Editor: Janet Willis.

Throughout the report the symbol ✓ indicates those indicators that were fully verified by the Australian National Audit Office (ANAO). The symbol (that is, a tick within a box) indicates data that received qualified verification, or that the ANAO were unable to verify.

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The 'triple bottom line' means looking out for social and environmental outcomes, as well as financial returns and fiscal responsibility. A Triple Bottom Line Report (TBL Report) is a public account of that performance, 'walking the talk' to show that sustainability is about practical, measurable outcomes, and not just rhetoric.

Minister's statement



In recent times we have seen a growing recognition that development needs to be based on a joint understanding of the importance of environmental protection, economic growth and social cohesion.

The 'triple bottom line' means looking out for social and environmental outcomes, as well as financial returns and fiscal responsibility. A Triple Bottom Line Report (TBL Report) is a public account of that performance, 'walking the talk' to show that sustainability is about practical, measurable outcomes, and not just rhetoric.

Of the Global Fortune Top 250 companies in the world, 45% now produce sustainability reports. Australian companies are increasing their disclosure of environmental, social and economic performance information. A recent survey found that 116 Australian companies produced sustainability reports in 2002–03.

The Australian Government has a range of initiatives in place to encourage sustainability in management and in reporting. This includes publications, an extension programme, roundtable discussions and an online library of sustainability reports.

However, it is not enough to simply tell others what they should be doing.

This 2003–04 Department of the Environment and Heritage TBL Report shows that the public sector can practice what it preaches. The report covers the internal operations of the Department, documenting its environmental, social and economic performance over the year. It also highlights practical initiatives that have produced real outcomes.

By producing this report, my department is taking up the challenge of environmental, social and economic responsibility.

My congratulations go to everyone involved.

Senator the Hon Ian Campbell

Minister for the Environment and Heritage
Manager of Government Business in the Senate
Senator for Western Australia

September 2004

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Managing for sustainability is simply part of good management. Internationally, there is a strong correlation between business success and improved reporting practices. I am pleased to say that this report shows how practical initiatives such as environmental management systems can deliver better performance outcomes and help us achieve our corporate objectives.

Secretary's introduction



Welcome to the first Triple Bottom Line Report (TBL Report) of the Australian Government Department of the Environment and Heritage.

In our first TBL Report, we have reported on our 2003–04 environmental, social and economic performance. The report communicates our

performance and commitments to our staff, to industry, to government and to the wider community.

Managing for sustainability is simply part of good management. Internationally, there is a strong correlation between business success and improved reporting practices. I am pleased to say that this report shows how practical initiatives such as environmental management systems can deliver better performance outcomes and help us achieve our corporate objectives.

Open and honest reporting is a key element of better management, in both the public and private sectors. We give advice to industry and government about reporting and managing for sustainability. This report demonstrates our principles in action.

To guarantee the integrity of this TBL Report, it was verified by the Australian National Audit Office. The external auditor verified the five key environmental indicators audited without qualification. This is an excellent result for a first report.

This is a report about the efforts of all staff in our organisation to produce better environmental, social and economic outcomes. While we have some significant achievements to report in areas such as energy and greenhouse, the report identifies areas for further improvement. By setting clear goals, and reporting these publicly, we have a plan of action.

I look forward to seeing the results of all our efforts in meeting these goals over the next year.

David Borthwick

Secretary

Department of the Environment and Heritage

September 2004

Our performance at a glance

This section summarises our key performance indicators. Additional detail on each of these indicators is provided in relevant sections of the rest of this report. A list of abbreviations used can be found at the end of this report.

Environmental outcomes

- Retained ISO14001 certification of our Environmental Management System (EMS).
- ✓ Purchased 100% accredited greenpower for our office tenant light and power at the John Gorton Building.
- ✓ Recycled 97 375 kg of paper, 22 225 kg of comingled recyclables, 22 060 kg of organic waste, 171 kg of printer & toner cartridges and 173 kg of fluorescent tubes.
- ✓ Reduced our combined gross greenhouse emissions to 530 tonnes of CO₂e, through better management of our energy use, fleet and waste. Our net emissions (after offsets) were 388 tonnes. If we had not undertaken our EMS initiatives, our business as usual emissions would be 1821 tonnes, or almost five times our current net emissions. ✓
- ✓ Caught and reused grey water in the John Gorton Building. Flow reduction devices, leak reporting and water efficient appliances all help to reduce our consumption of potable mains water.
- ✓ Reduced our paper consumption to 15.08 reams per person per year (around 30 sheets per person per day), by using electronic circulation of press clips and duplex trays for all printers. This is down from approximately 45 sheets per person per day in 2002. We purchase recycled paper for our internal copying and printing.

Social outcomes

- ✓ Employed 1340 staff (78% in the Australian Capital Territory), with 74% full-time ongoing.
- ✓ Achieved a total staff turnover rate (gross) of 24.6%, which is a slight increase on the 2002–03 rate of 24.15%. Seasonal employment in Parks Australia makes a significant contribution to this figure.
- Made flexible working arrangements available to staff, including a variety of leave types and part-time work.
- ✓ Lost 2.44% of available working hours for every 100 working days through staff being on sick leave (with or without a doctor's certificate).

Economic outcomes

- Spent \$41.4 million on suppliers for the provision of goods and services.
- Paid over 90% of invoices within 30 days of receipt.
- Paid Department of the Environment and Heritage staff a total of \$90.6 million in wages and related benefits.

Staff profile

During 2003–04, the typical Department of the Environment and Heritage employee:

- ✓ produced 559 kg of greenhouse gas from a working year, or 409 kg after offsets
- ✓ used 30 sheets of paper a day
- ✓ consumed 28 litres of water per day (at work)
- ✓ was aged 40 years or over
- ✓ was female
- ✓ worked full-time as an ongoing employee
- ✓ took 6.4 days of sick leave
- Used small airlines for 23.1 per cent of Canberra–Sydney travel.

About the Department of the Environment and Heritage

The Department of the Environment and Heritage (DEH) advises the Australian Government on policies and programmes for the protection and conservation of the environment, including both natural and cultural heritage places.

We also manage environmental and cultural heritage programmes, including those that come under the umbrella of the Natural Heritage Trust and the National Action Plan for Salinity and Water Quality. An important part of our work is to cooperate with business, the community, Australian Government agencies, and state, territory, and local governments to improve environmental outcomes for Australians. We also administer environmental laws, such as the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

Our portfolio comprises:

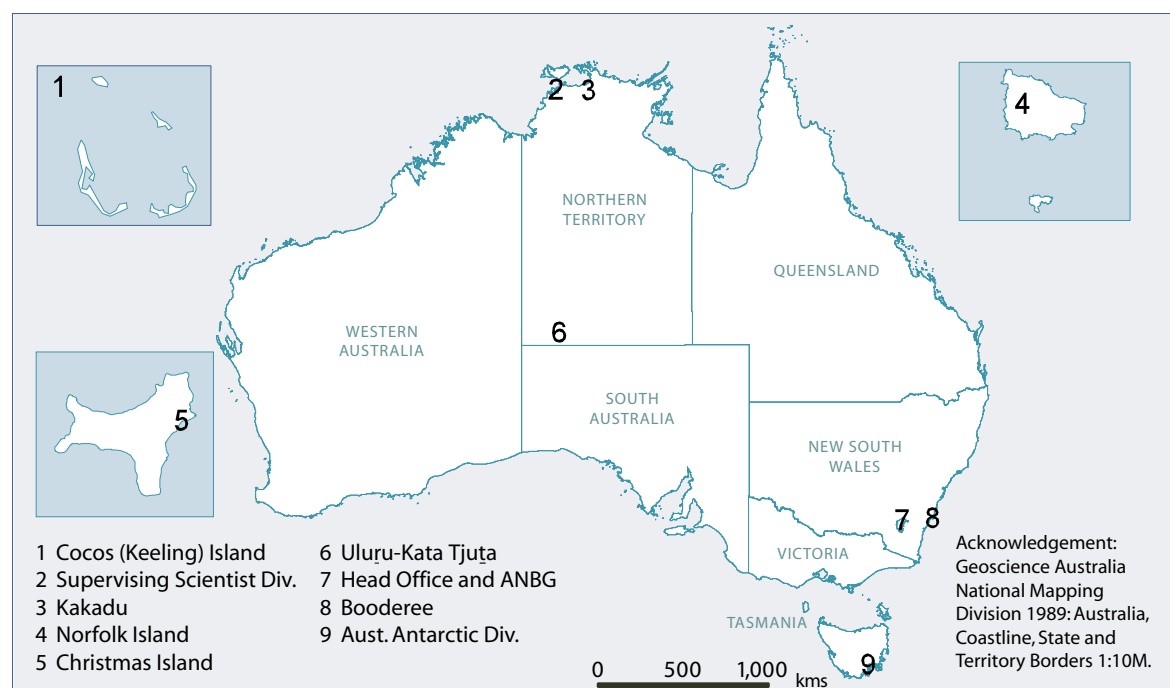
- the Department of the Environment and Heritage (DEH), which includes the Australian Antarctic Division (AAD) and the Supervising Scientist Division (SSD)

- five statutory authorities: the Australian Heritage Council; the Director of National Parks; the Great Barrier Reef Marine Park Authority; the Office of the Renewable Energy Regulator; and the Sydney Harbour Federation Trust
- three executive agencies: the Australian Greenhouse Office (AGO); the Australian Government Bureau of Meteorology; and the National Oceans Office.

Although largely based in Canberra, DEH has a presence in all states and territories, and in many of Australia's external territories. Figure 1 shows the Department's permanent operational sites, excluding our Antarctic bases.

More detailed information on DEH's operations, functions and policy outcomes can be found on our departmental web site at www.deh.gov.au/about/ or in the annual report which can be accessed at www.deh.gov.au/about/annual-report.

Figure 1: Locations of DEH sites in Australia and on offshore islands



About TBL reporting

What is TBL reporting?

TBL reporting is an integrated approach to public reporting of environmental, social and economic outcomes against established benchmarks. It springs from a consensus that the vitality of organisations and communities depends on positive environmental, social and financial outcomes.

Successful TBL reporting can also clarify organisational structures, identify problems with existing data collection and analysis practices, and inform the development of practical, achievable social and environmental goals. It may also improve an organisation's ability to identify the needs of stakeholders.

Over recent years a growing number of private sector organisations, government agencies and government business enterprises throughout Australia have adopted TBL reporting as an integral element of their business strategies. The Australian Government and DEH actively support and encourage this trend by providing guidance and access to examples of good reporting practice. For example, in 2003 DEH published *Triple Bottom Line Reporting in Australia: a Guide to Reporting Against Environmental Indicators* (DEH TBL Guide) and we maintain an online library of sustainability reports.

Why have we adopted TBL reporting?

The TBL Report demonstrates our willingness to be open and transparent about our environmental, social and economic performance. It offers us the opportunity to communicate our TBL performance and initiatives to stakeholders in a single concise report. It also enhances the credibility of our advice on TBL reporting and environmental management by showing that we act on that advice, and provides a practical example of our guidance in action.

Apart from the external benefits, the reporting process has provided us with a range of tangible internal benefits. For example, we have identified some weaknesses and gaps in our social and environmental practices and the findings may inform future improvements. In addition, publication of the TBL Report plays a role in attracting, and retaining, skilled enthusiastic staff.

What are we reporting?

Report focus

The focus of this TBL Report is the environmental performance of our Canberra office-based operations at the John Gorton Building in Parkes, and the social and economic performance of the wider Department (excluding AAD). Where accurate historical data are available, the report shows performance trends measured against suitable benchmarks. Against many key indicators, goals are set, committing us to ongoing improvements. This material is supplemented by a case study of the design and construction of the Australian Greenhouse Office's new underground office complex at the John Gorton Building. This study highlights how environmental, social and economic outcomes can be improved by applying sound green building practices.

Indicator selection

This report is based on environmental, social and economic indicators from the Global Reporting Initiative's *Sustainability Reporting Guidelines 2002*. The Global Reporting Initiative (GRI) is a multi-stakeholder process and independent institution whose mission is to develop and disseminate globally applicable sustainability reporting guidelines. We have also used the DEH TBL Guide, which tailors the GRI environmental indicators for Australian conditions.

Only those indicators that address office-based operations for which DEH can access meaningful information were selected. As a result, DEH is reporting against 16 environmental, 12 social and five economic indicators. The GRI includes standard abbreviations for each indicator, such as EN3 for direct energy use. In this report, the relevant GRI and DEH TBL Guide abbreviations appear next to the respective section headings. A full list of indicators, including descriptions can be found at Appendix B.

DEH has participated in the development of the GRI's Public Agency Sector Supplement but that document was not available in time for use in this report.

Australian Antarctic Division, Parks Australia and Supervising Scientist Division operations

At present, AAD has separate reporting systems but robust data on outcomes against key environmental indicators are not yet available for SSD or Parks operations located outside the John Gorton Building. However, the latter section of this report provides overviews of the structure and operational responsibilities of these areas. Linked case studies show how they respond to environmental, heritage

conservation, and social issues that impact on local communities, or have wider significance for Australians.

Verification

Verification of TBL data provides assurance that it meets acceptable standards of completeness, accuracy, precision and reliability. Verification requires an auditing process that examines the systems and processes used for data collection, reconciles data with source documentation and tests it for accuracy. Underlying assumptions and data definitions are also tested. Credibility is enhanced by the use of external auditors, a practice promoted by DEH.

Why verify TBL reports?

Verification provides clear external and internal benefits. These include:

- enhanced public credibility for the report and, consequently, acknowledgement that an organisation is willing to be open about its social, environmental and economic outcomes
- identification of weaknesses in current policies, procedures and data recording practices
- findings that can inform future improvements in both systems and outcomes.

DEH's verification outcomes

The Australian National Audit Office (ANAO) has audited five of the report's environmental indicators and four of the social indicators. These indicators were selected for their direct relevance to our operational and policy objectives. Additional indicators may be verified in any subsequent reports.

Throughout the report the symbol ✓ indicates those indicators that were fully verified by the ANAO. The symbol (that is, a tick within a box) indicates data that received qualified verification, or that the ANAO was unable to verify. All five of the environmental indicators and two of the social indicators audited were fully verified.

The verified indicators were:

- EN3 Direct energy use
- EN11 Total amount of solid waste by destination
- EN1 Total material use (printing/photocopy paper)
- EN8 Greenhouse gas emissions
- EN5 Total water use
- LA1 Breakdown of workforce by status, employment type

- LA2 Employment net creation and average turnover

The full ANAO report is at Appendix A.

Report feedback

DEH would appreciate feedback on this report. Please call (02) 6274 1909 or email tblreport@deh.gov.au with your comments.

Environmental performance

Overview

Our key environmental management actions and performance for 2003–04 included:

- **EMS** – the ISO14001 certification of our Environmental Management System (EMS) was renewed. We also commissioned an external review of our EMS, which recommended a series of best-practice upgrades. The DEH Executive agreed to these changes, many of which are underway.
- ✓ **Energy** – we purchase 100% accredited greenpower for our office tenant light and power at the John Gorton Building. From 2000–01, we have reduced our tenant light and power consumption by 20%. In 2003–04, usage increased compared to 2002–03, due to shared meters with the new AGO office space that was still going through building commissioning.
- ✓ **Waste** – we recycled 97 375 kg of paper, 22 225 kg of comingled recyclables, 22 060 kg of organic waste, 171 kg of printer & toner cartridges and 173 kg of fluorescent tubes. DEH, the café and our IT services provider sent 107 569 kg of waste to landfill.
- ✓ **Greenhouse** – through better management of our energy use, fleet and waste we have reduced our combined gross greenhouse emissions to 530 tonnes of CO₂e. Our net emissions (after offsets) were 388 tonnes. If we had not undertaken our EMS initiatives, our business as usual emissions would be 1821 tonnes, or almost five times our current net emissions.
- ✓ **Water** – we capture and reuse grey water in the John Gorton Building. Flow reduction devices, leak reporting and water efficient appliances all help to reduce our consumption of potable mains water. We do not yet have separate water metering for our tenancy.
- ✓ **Materials** – by using electronic circulation of press clips and duplex trays for all printers, we have reduced our paper consumption to 15.08 reams per person per year, or around 30 sheets per person per day. This is down from approximately 45 sheets per person per day in 2002. We purchase recycled paper for our internal copying and printing.

Our key environmental management goals for 2004–05 include:

- **EMS** – retain our ISO14001 certification and implement the recommendations of the EMS review.

- **Energy** – upgrade metering arrangements and decrease tenant light and power consumption to 4500MJ per person per year.
- **Waste** – develop a methodology to gather robust data on waste to landfill, conduct a full waste audit, and achieve a 100% all sites recycling rate for fluorescent tubes and toners.
- **Greenhouse** – renew our Greenhouse Challenge Agreement with new targets, and identify and assess options for offsetting emissions associated with staff air travel.
- **Water** – investigate the feasibility of installing water sub-meters to produce accurate figures on DEH's tenancy water consumption.
- **Materials** – review our office machines to reduce paper use, develop an environmental printing policy for our outsourced printing, and conduct a new paper audit.

Environmental Management System

EM1, EM2, EM3

DEH has an Environmental Management System (EMS) certified to the international standard ISO14001, which covers our Canberra-based office operations. An EMS is a structured tool for measuring and continually improving the performance of an organisation in maintaining its regulatory compliance and managing its environmental risk. ISO14001 certification of an EMS is provided on an annual basis, with recertification subject to an independent audit by NATA Certification Services International Pty Ltd (NCSI). Recertification in 2003–04 confirmed that the quality of our environmental systems and practices has been maintained.

The aspects identified in DEH's operations include: energy; transport; paper and other consumables; solid waste management; purchasing; information technology/communications/records management; water; ozone-depleting substances; office cleaning/pest management; and building design and utilisation.

Ensuring the EMS is effective

An EMS on paper does not in itself change corporate behaviours or guarantee positive environmental outcomes. An effective EMS must be integrated with existing business systems and actively engage employees. To achieve these ends our EMS has been embedded in DEH's corporate and strategic plans, and it is supported by two central initiatives that complement and are part of the EMS:

- An Environmental Management Policy covering our departmental operations, a copy of which is at Appendix C. Developed using a '**rethink, reduce, reuse, repair, recycle**' philosophy, the policy provides accessible guidance on environmental issues.
- Our **Environment Contact Officer Network (EcoNet)**. **EcoNet** is an active group of staff from across the department who assist with the development, implementation and refinement of environmental best practice initiatives and programmes.



Paul Doyle
Graduate Programme 2004

My first task as a new graduate employee was to help upgrade DEH's Environmental Management System (EMS).

As a result of that work, DEH is upgrading its EMS to best practice for office-based environments and has developed an updated environmental policy.

I now know that I work for an organisation that 'walks-the-talk' on environmental issues, introducing initiatives such as grey water recycling. I'm proud of the place and often tell friends about what we're doing here.

Ensuring a best practice EMS

In 2003, we commissioned an external review of our EMS to assess its effectiveness and identify opportunities for improvement. The review, undertaken by Sustainable Solutions Pty Ltd, was completed in late 2003. Key recommendations were that DEH:

- investigate opportunities to better monitor resource consumption (for example, of water and paper)
- conduct a National Australian Buildings Environmental Rating System (NABERS) assessment of its tenancy in the John Gorton Building
- produce a Public Environment Report
- investigate energy smart metering to improve monitoring of electricity consumption
- include energy use and environmental performance criteria in its IT contracts
- improve carpooling arrangements
- extend the use of videoconferencing to reduce travel related environmental impacts
- investigate the purchase of greenhouse offsets for staff air travel.

DEH's Executive and staff are committed to act on all of the review recommendations. An ongoing programme of actions for these recommendations has been agreed and is being implemented.

Goals

- Maintain EMS certification to international standard ISO 14001.
- Continue to implement, during 2004–05, the recommendations of the 2003 EMS review.

Encouraging Australian Government agencies to adopt best practice

DEH actively encourages all Australian Government departments and agencies to adopt best practice environmental management techniques. Through the Greening of Government Programme, we work to provide them with advice, access to suitable communication networks, and best practice techniques from around the world. An essential element of this work is assisting agencies to develop and introduce environmental management systems. To support this work, DEH has developed a range of publicly accessible tools for improved environmental management systems. These tools can be found at the Greening of Government web site www.deh.gov.au/industry/agency-performance/

Energy

✓ **EN3 (Energy 1), EN4 (Energy 2), EN17 (Energy 3)**

Electricity – tenant light and power

DEH has invested considerable effort in reducing use of electricity for tenant light and power at the John Gorton Building.

Much of that effort has been concentrated on energy efficient lighting systems. For example, dichroic light fittings have been replaced with more efficient fluorescent down lights and light fittings now feature dimming high frequency ballasts. Such measures have been supplemented by the installation of movement detectors to control lighting in rooms that are used infrequently, and a Clipsal C-Bus energy management and lighting control system. In addition, only Energy Star compliant office equipment that maximises energy efficiency is now purchased.

Table 1: Tenant light and power 2000–01 to 2003–04 (kWh) – all DEH offices^(a)

Tenant light and power	2000–01	2001–02	2002–03	2003–04
Total kWh	1 806 708	1 710 786	1 389,809	1 448 335
TOTAL GJ	6 504	6 159	5 003	5 214
MJ per person per annum	5 907	5 618	5 158	5 500
MJ per m ² per annum	324	338	292	274
% Greenpower	81%	86%	82%	93%

(a) DEH has recently collocated into the John Gorton Building. Until September 2002, the Department leased office space at Nature Conservation House, and until December 2003 also leased space at Tourism House (both are in Canberra).

DEH has also invested in Energy Management Option (EMO), a software solution that delivers significant, auditable reductions in energy use and associated greenhouse gas emissions.



Corridor natural light – John Gorton Building.

Performance – energy

The consumption reduction measures implemented over recent years have had a significant impact on our tenant light and power electricity consumption. The combination of user shutdown and the EMO system has proved invaluable, enabling the saving of some 39 400 kWh of electricity in 2003–04. This saving is 2.7% of our total tenant light and power consumption.

From 2000–01, total consumption has fallen 20% (1290 GJ). Annual consumption per person is now 5500MJ and annual consumption per m² of office space is now 274 MJ. These outcomes for 2003–04 compare favourably with the Australian Government’s target of 10 000 MJ per person per annum. Our self assessed MJ per m² performance rates at an unofficial four stars under the Australian Building Greenhouse Rating Scheme. Table 1 provides detailed consumption information for the period 2000–01 to 2003–04. Our 2003–04 usage, compared with 2002–03, has increased due to the current metering arrangements in the John Gorton

Building, which means that the tenant light and power for the AGO’s new office space is included in DEH’s bills.

Goals

- Upgrade metering arrangements by 2005 to improve electricity consumption reporting.
- Decrease tenant light and power consumption to 4500MJ per person per annum by 2005–06.

Gas use

✓ EN3 (Energy 1)

Gas is used in the John Gorton Building solely for central services such as heating, ventilation and air-conditioning, and hot water in showers, kitchens and tea points. Gas charges are passed on to DEH in the lease, and therefore we do not receive an individual bill. See Table 2 for DEH’s share of the total gas usage for the whole building, calculated using the net lettable area for our tenancy in the John Gorton Building.

Table 2: Total gas use for DEH in John Gorton Building 2003–04

Gas usage	2003–04
Total MJ	3 215 198
MJ per day	12 809
MJ per person per day	13.5

Greenpower, indirect energy and greenhouse gases

EN4 (Energy 2)

DEH now uses 100% greenpower for tenant light and power in the John Gorton Building. Although a more costly option, it provides significant environmental benefits. Indirect energy use associated with the generation of electricity is minimised and no associated greenhouse gases are created and released.

Transport

✓EN3 (Energy 1)

DEH's transport strategy encompasses departmental business travel and commuting to and from work. It focuses on more efficient use of our vehicle fleet and reducing the need for business-related air travel. We also encourage the use of public transport and the two most environmentally friendly forms of transport – walking and cycling. Staff are encouraged to adopt more environmentally friendly forms of commuting, a strategy informed by a November 2002 survey of DEH staff to establish baseline data on personal travel.

Reducing the use of fossil fuels

DEH's vehicle fleet comprises 22 Senior Executive Service (SES) officer vehicles and six pool vehicles, of which three are the fuel efficient and low emissions hybrid Toyota Prius. The Prius acquisitions are part of an ongoing commitment to progressively replace existing vehicles with ones that perform better against the Green Vehicle Guide. Since August 2003, carpooling has been encouraged by allocating permanent car parking spaces for private vehicles used to transport three or more people to work.

DEH will soon provide information packs to all staff eligible for car leasing arrangements. The packs will include information on Green Vehicle Guide ratings, fuel efficient vehicles, benchmarks and relevant government and departmental policies.

Encouraging alternative modes of transport

Working in conjunction with ACTION buses, links to the timetables and routes of buses operating in the Parliamentary Triangle have been made available on our intranet site. Cycling has been encouraged by increasing the size of the secure bike cage, and ensuring that secure lockers and change room facilities are available for staff commuting by bicycle. In 2003–04, we purchased 40 extra lockers for the increasing number of cyclists in the Department.

Air travel

DEH provides facilities for staff to use telephone and videoconferencing as alternatives to flying to meetings. We have commenced a project on assessing the greenhouse emissions associated with staff air travel, and opportunities for reducing and offsetting these, which will be completed in 2004–05.

Performance – transport

In 2003–04, the Department's vehicle fleet used 54 698 litres of petrol and travelled 499 586 kilometres.

17.86% of the Department's fleet scored 10.5 or higher against the Green Vehicle Guide, averaging 11 litres per 100 km. The Australian Government target aims to increase the proportion of vehicles with scores in the top half of the Green Vehicle Guide to 28% by 2005. Table 3 shows detailed data on our vehicle fleet fuel and energy consumption.

Table 3: DEH vehicle fleet fuel and energy consumption 2000–01 to 2003–04

DEH vehicle fleet	2000–01	2001–02	2002–03	2003–04
Total fuel consumed (L)	71 991	71 519	65 952	54 698
✓ Total distance travelled (km)	746 345	759 831	622 130	499 586
TOTAL GJ	2 459	2 474	2 255	1 871
✓ Average (L) per 100km	9.6	9.5	10.6	11
Total CO ₂ (t)	180	181.5	164.9	136.7



Signage displayed on centralised recycling stations in DEH.

Goals

By the end of 2005–06, develop and assess options to:

- further encourage the take-up by staff of more environmentally responsible transport options for business related travel (for example public transport, carpooling, cycling and walking)
- increase the use of information and communication technologies as alternatives to air travel
- further improve the environmental performance of our vehicle fleet by reducing the amount of vehicles scoring poorly against the Green Vehicle Guide scores and selecting better vehicles.

DEH's 2004–06 Certified Agreement commits us to these goals and, where feasible options are identified, to implement them.

Waste

✓ EN11 (Waste 1 & Waste 3)

Reducing waste

DEH has been consigning waste for recycling since 1996 and in recent years we have been increasing the proportion of our waste materials that are recycled. A waste management system provides for the recycling of paper and cardboard, organics, comingled material, toners and paper towel from toilets. One element of our recycling strategy is to centralise recycling bins in kitchen and tea point areas, rather than providing bins at individual workstations. Effective signage lowers contamination rates.

The signage is well received by DEH staff. It is now used in other Australian Government agencies and higher education institutions for promoting recycling in their organisations.

Used fluorescent tubes are another source of potential environmental contamination. DEH recycles fluorescent tubes from the John Gorton Building, ensuring that pollutants such as mercury are disposed of safely. In 2003–04, over 57% of our printer and toner cartridges

were returned directly to Lexmark for remanufacturing. The remainder of these cartridges were recycled through Cartridges for Planet Ark.

Performance – waste

DEH has been consigning waste for recycling since 1996. In 2003–04, we generated some 250 tonnes of waste, or 263 kg per employee. Of this total, approximately 142 tonnes (57%) were recycled, the remainder going to landfill. DEH, the café (located in the John Gorton Building), and our information technology services provider sent 107.5 tonnes of waste to landfill.

Figure 2 shows a detailed breakdown by waste type and destination. Weights for materials sent to landfill are based on a formula applied by weight of bins multiplied by number of pick-ups per year.

The waste to landfill amount includes the café in the John Gorton Building, which generates significant volumes of food wastes, and also DEH’s outsourced information technology services provider.

Goals

- Develop a methodology to gather robust data for waste to landfill by 2005–06.
- Conduct a full waste audit of the John Gorton Building in 2004–05.
- Achieve a 100% recycling rate for fluorescent tubes and toners from all DEH sites by mid 2005.

Greenhouse gas emissions

✓ EN8 (Greenhouse 1 & Greenhouse 2)

Reducing greenhouse gas emissions

DEH is committed to minimising greenhouse gas emissions generated as a result of its operations. We were the first Australian Government Department to sign up to the Greenhouse Challenge, requiring an annual progress report on reductions in greenhouse gas emissions to the Australian Greenhouse Office (AGO). A profile of DEH’s emissions is available at www.greenhouse.gov.au



Our strategies for reducing emissions focus on electricity, transport and recycling. We have no direct ability to influence or control building gas usage as this is under the control of the building owner.

All electricity for tenant light and power at the John Gorton Building is now sourced from producers of accredited greenpower, resulting in no emissions from this energy source.

Subscribing our vehicle fleet to Greenfleet ensures greenhouse offsets, with some 142 tonnes of CO₂ offset through tree planting in 2003–04. Since joining Greenfleet in 2001, 272 tonnes of CO₂ have been sequestered to offset our vehicle emissions. We are considering joining BP’s Global Choice programme in 2004–05. This would further increase our greenhouse

Figure 2: Waste by type and destination in kilograms 2003–04

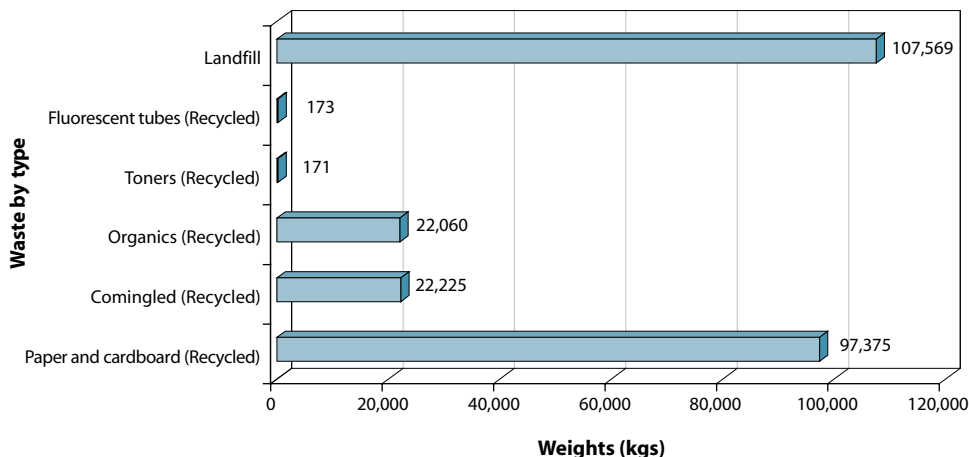
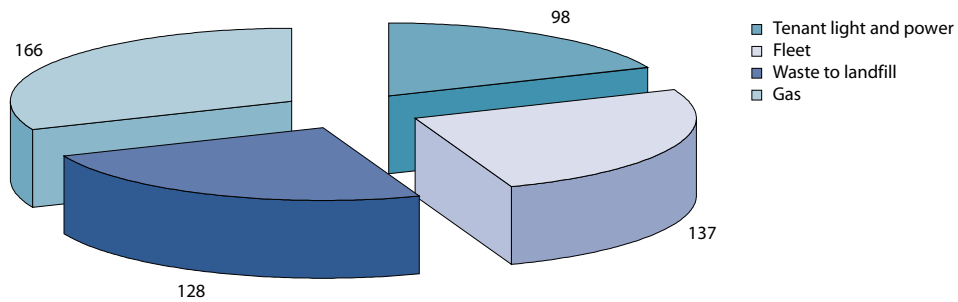


Figure 3: Total tonnes of CO₂ by end use (gross)



offsets, with BP guaranteeing to offset greenhouse gas emissions generated by fuel purchased from them. Global Choice is accredited under the AGO's Greenhouse Friendly Programme.

In 2003–04, we recycled some 22 tonnes of organic waste, which was processed through a local worm farm. Not only does organic waste recycling reduce pressure on landfill space and associated methane emissions, our organic recycling also supports a local small business.

Performance – greenhouse gas emissions

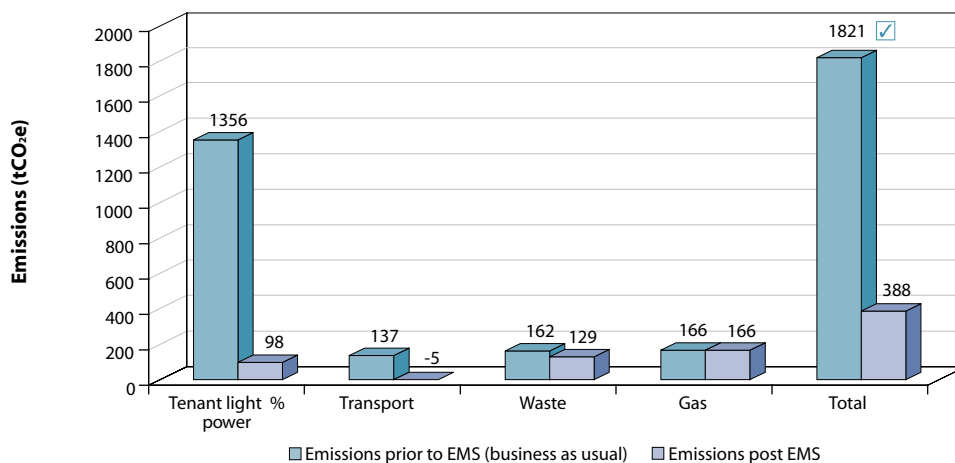
In 2003–04, DEH generated 530 tonnes of CO₂ from the energy used for tenant light and power, gas for central services, the vehicle fleet and waste to landfill (gross).

This is equivalent to 559 kilograms of CO₂ per person per year. After our purchase of greenhouse offsets for our vehicle fleet, our net emissions of CO₂ are 388 tonnes or 409 kilograms per person per year (see Figure 4).

Reducing transport generated greenhouse gas emissions

- DEH is considering joining BP's Global Choice programme. Certified under the Australian Greenhouse Office's Greenhouse Friendly Programme, Global Choice is a world-leading programme that helps businesses offset greenhouse gas emissions generated by vehicle use.
- DEH subscribes its fleet to Greenfleet, a not-for-profit organisation that plants trees to offset carbon emissions from vehicles. On an annual basis, for each fleet vehicle, 17 trees are planted to sequester 4.3 tonnes of CO₂.

Figure 4: DEH net greenhouse emissions (business as usual compared to post-EMS)



DEH's purchase of vehicle fleet greenhouse offsets in 2003–04 exceeded gross fleet emissions, producing a negative net emissions figure for our vehicle fleet.

Goals

- Renew our Greenhouse Challenge Agreement in 2005, setting new greenhouse gas emission reduction targets.
- Identify and assess options for offsetting greenhouse gas emissions associated with business related air travel by 2004–05.

Water

✓ EN5 (Water 1), EN22 (Water 2 & Water 3)

Since moving to the John Gorton Building, we have introduced a range of measures to minimise water use from local reservoirs and maximise the use of recycled water.

Minimising water use

Installation of a Jemflo Water Management system in the fitout of the John Gorton Building has been the most effective measure adopted to reduce water consumption. Reducing the flow of water through pipes typically reduces water use by between 25% and 35% and, in some cases, by over 50%. For example, water flow to the hot water taps is four litres per minute and six litres per minute to the cold water taps. Normal water flow of 10-15 litres per minute is available only at cleaners' sinks and cisterns.

Considerable water savings have also been achieved through the use of efficient dual flush toilet cisterns. These deliver six litres for full flush and three litres for half flush.

Water in government operations

DEH conducted a study of water in Australian Government operations in 2003–04. Reporting in 2004–05, initial results from the study indicate cost effective savings of between 4296ML per year and 7405ML per year can be achieved from water efficiency in government. DEH is continuing work on water in government operations in 2004–05.

DEH maintains a business and after hours phone number for the reporting of water leaks and wasteful

water practices in our building. These are posted at all water use points.

Water recycling

A grey water treatment system was incorporated into our original fitout design. In 2003 this system was upgraded to treat grey and black water. The system can now treat up to 36 kilolitres of wastewater per day.

Treated water is used for irrigating lawns and gardens, and toilet flushing in the AGO's underground office complex.

Performance – water

We share the John Gorton Building with another Australian Government department and, as yet, we do not have separate tenant metering for water. All water used for this building is included in a consumption total that includes base building, the café and the watering of lawns.

The building owner estimates that DEH used approximately 6605 kilolitres (6.6m³) of water or 28 litres per person per day for our tenancy in 2003–04.

Goal

- Investigate the feasibility of installing water metering to enable accurate monthly monitoring of water used by DEH by end 2004–05.

Materials – paper

✓ EN1 (Materials 1), EN2 (Materials 2)

Two strategies underpin our efforts to reduce the environmental impact of paper usage:

- ongoing reductions in direct paper use
- using recycled Fuji-Xerox Green Wrap paper for all standard A4 printing or photocopying tasks. Green Wrap is made from 60% recycled fibre (produced from Australian waste) and 40% sustainable new fibre. It is suitable for single and double-sided photocopying and printing.

The Department conducted a paper audit in November 2002, establishing baseline data on paper consumption. The audit revealed that, on average, each staff member used approximately 45 sheets of A4 photocopying/printing paper per day.

Since the 2002 audit, DEH has focused on improving those business systems and processes that impact on paper use. This strategy has resulted in a range of measures that reduce usage. For example:

- electronic press clips and employment forms (for example, leave, overtime, higher duties) have replaced hard copy press clips and employment forms
- the ratio of printers to staff has been reduced to 1:5
- in February 2004, we commenced a roll-out of duplex trays for all printers. This process is now complete.

We are investigating the feasibility of electronic departmental and ministerial letterhead. This will eliminate paper wastage through misprints and excess stock held because of factors like machinery of government changes. Other initiatives include a trial of printing business cards on recycled cardboard.

Performance – materials – paper

In 2003–04, we purchased 14 300 reams of A4 paper, weighing some 36.5 tonnes. This is approximately 30 sheets per person per day (see Table 4).

Table 4: Total A4 printer and photocopier paper purchased 2003–04^(a)

Total (reams)	14 300
Total (sheets)	7 150 000
Total tonnes	36.5
Per employee (reams)	15.08
Per employee (sheets)	7 542
Total cost	\$76 505.00
Cost per employee	\$80.70

(a) Data is not currently available for paper used for publications, outsourced printing or paper based stationery. Nor is reliable data available for printing/photocopying paper in sizes other than A4.

Goals

In 2004–05, we will:

- conduct an office machine review to identify strategies to reduce paper consumption, improve energy efficiency and reduce the number of machines in use
- finalise the electronic departmental and ministerial letterhead project
- develop a policy to improve environmental performance for outsourced printing
- establish systems to collect information on paper used when printing is outsourced.

By the end of 2005, we will conduct another paper audit.

Suppliers

EN33 (Suppliers 1)

Current Australian Government and departmental procurement policies require the consideration of environmental issues as part of value for money. DEH has also developed a draft Environmental Purchasing Guide and 15 draft checklists covering common types of goods and services procured by the Australian Government. These policies are reflected in our Chief Executive Instructions for procurement.

Performance – suppliers

Some of the Department’s activities aim directly to improve the performance of our suppliers. We do not currently capture this data in our business systems. An example of how we encourage our suppliers to improve their environmental performance is a recent tender for an Environmental Management System training package. The Department inserted a criterion specifically asking for evidence of an environmental management policy or other initiatives to improve the environmental performance of supplier organisations.

Greening the supply chain

Working with the Australian Greenhouse Office and the Department of Finance and Administration, DEH has developed a voluntary Environmental Purchasing Guide and 15 Environmental Purchasing Checklists. These will assist Australian Government departments and agencies to take into account the environmental performance of a good or service. The guide and checklists will also help drive supply chain environmental improvement through procurements that ask about the environmental performance of suppliers’ own operations. The guide and checklists will be released in 2004–05.

Goals

- Continue to use our position in the supply chain to improve the environmental performance of our suppliers.
- Adjust our business systems in 2004–05 to capture this information.

Sustainable building design: The Australian Greenhouse Office project

Setting a benchmark in environmentally sustainable design

In 2003, DEH refurbished the former Communications Centre at the John Gorton Building as office space for the Australian Greenhouse Office (185 staff). The project called for the transformation of an outdated, highly specialised, underground complex into a contemporary office space to meet the needs of a modern workforce. It provided an opportunity to demonstrate that the use of innovative green building design practices could transform a bunker into a leading example of sustainable building design.

In the design phase particular attention was given to recycling of materials, preserving heritage values, energy and water use efficiency and providing a 'liveable' underground workspace for AGO staff.

The refurbished space set a new benchmark in environmentally sustainable design within heritage-listed premises. In recognition of that achievement, the ACT Chapter of the Royal Australian Institute of Architects gave the project an Ecologically Sustainable Development Award.

By the end of 2004, the new AGO complex's energy use and greenhouse gas emission impact will be assessed under the Australian Building Greenhouse Rating scheme. It is expected that the site will achieve a better than five star rating. The site will also be included in DEH's existing Environmental Management System, which has been certified to the ISO14001 international standard.



Meeting spaces.



Communications Centre circa 1978 – Helen Pike operating the Defence Circuit.



Communications Centre – Computer Room 2.

The original Communications Centre

From 1978 to 1996 the centre, encased in concrete and steel to ensure electronic security, was the central hub for the Australian Government's international communications.

Designed in the early 1970s, the building incorporated many innovative features to compensate for the lack of external visual and acoustic stimulation. The design incorporated unusual colour schemes, piped music and fish tanks. The extensive recreation areas were designed to replicate domestic lounge rooms and living areas. Closed circuit television was installed to show what was happening outside the building.

Department of Foreign Affairs staff maintained an around-the-clock schedule sending, encrypting and deciphering messages. Communications for major international crises such as the Falklands War and the first Gulf War were managed at the centre.

Preservation of cultural heritage

Heritage considerations were important during the construction phase. Existing features that had been identified as culturally significant, such as the original lobby and the 1976 Johnny Bulun Bulun mural – *Djakaldjirparr* – had to be preserved.

Preservation of these heritage items presented special difficulties. The lobby had to be disassembled piece-by-piece and carefully reinstalled during the fitout stage. The mural, which was part of a larger wall that formed a vault, could not be moved. To ensure its survival during the construction phase it was placed in a pressurised wooden box, maintained at a constant temperature, and constantly monitored by vibration and temperature alarms.



'Djakaldjirparr' mural by Johnny Bulun Bulun.



Communications Centre lobby.

Sustainability in construction

The underlying design principle was 'rethink, reduce, reuse, repair and recycle'. Consequently, emphasis was placed on minimising the space's energy and water requirements, and using recycled materials.

Energy use

To exceed accepted energy use targets, particular attention was given to minimising consumption. An underfloor displacement air-conditioning system was used, which is 25% more efficient than normal systems, and solar water heating was installed.

Lighting zones were planned carefully and the use of external natural light sources was maximised. Other lighting measures include the use of light dimmers and sensor systems to automatically turn off lighting when it is not required. To minimise greenhouse gas emission impacts from energy use, all electricity is sourced from accredited greenpower producers.

These and other measures are central to meeting the energy use goal for the design brief: that the AGO energy performance for central services and tenant light meets or exceeds the Australian Government Energy Policy target for refurbished buildings of 581MJ per m² per annum (derived from the 1994 Building Owners and Managers Association Energy Guidelines).

Water

Mains water consumption has been reduced to approximately 1.8 litres per person per day, less than 8% of the average consumption in Australian Government office buildings. A 36Kl rainwater storage and treatment system provides potable water. Non-potable water is supplied by a water treatment system linked to the main building's existing grey water system.

A range of water saving systems are being used. These include single lever mixer taps, water efficient dishwashers and a Jemflo water flow and balancing system. A Rada Pulse System to control water flows from



Natural light for meeting spaces.

individual water fittings and a drip-fed irrigation system for plants were also installed.

Materials and recycling

During construction some 97% of all demolition waste, including fittings such as carpets and fluorescent tubes, was recycled. Whenever possible, the structure's original access floors and support systems were reused. Renewable timbers were used in preference to new non-renewable metal structural materials.

A 'reuse, recycle' philosophy was also applied during fitout. For example, carpet tiles manufactured using recycled materials were laid and extensive use made of refurbished furniture.

Work environment

A green building philosophy is unsustainable if it delivers only environmental outcomes. It must also provide a practical and agreeable working environment. To deliver this outcome for the new underground AGO space, four design elements were critical: natural light sources; ready access to external spaces; visual stimulation and a sense of 'openness'.

Four landscaped sunken courtyards, extensive use of skylights and well designed reflective light shelving all contribute to maximising the use of natural lighting within the complex. The courtyards have multiple roles. Each provides ready access to an external space, visual stimulation and a source of natural light.

Extensive use of 'break-out' areas and open meeting areas add to the sense of openness of space. Where possible, these areas are located close to sources of natural light or visual stimulation such as the courtyards or the *Djakaldjirparr* mural.

In late 2004, an assessment of the site will be undertaken to evaluate the building's performance in terms of occupant health, comfort and satisfaction, and to assess its overall contribution to productivity outcomes.



Designing for natural light.

Social performance

Overview

Key actions and performance 2003–04

- **Investors in People** – inaugural Australian Government Investors in People Gold Award received.
- **Our workforce** – detailed analysis of DEH workforce completed. Work begun on succession and job rotation/skills development strategies to address ageing workforce and turnover rate issues.
- **Learning and development** – DEH's Performance and Development Scheme rated highly in an Australian National Audit Office audit of APS Performance Management Systems in relation to 'staff participation' and 'review of performance against agreements'.
- **Work-life balance** – flexible working arrangements and variety of leave entitlements available.
- **Healthy and safe working environment** – Compensation claims received rose from 31 in 2002–03, to 35 in 2003–04.
- **Diversity** – Disability Action Plan being developed.

Key goals 2004–05

- **Investors in People** – continue to meet the international standard for Investors in People (IIP) accreditation.
- **Our workforce** – implement a detailed exit survey. Commence implementation of a pilot Development Programme for APS6 level employees with demonstrated potential.
- **Learning and development** – provide financial assistance for appropriate tertiary study activities. Complete analysis of graduate retention. Investigate and implement systems to improve reporting on staff training and development (by end 2005).
- **Work-life balance** – review outcomes of the recent staff survey to identify appropriate strategies. Obtain accreditation with the Australian Breastfeeding Association.
- **Healthy and safe working environment** – investigate and implement more informative occupational health and safety reporting systems (by end 2005).
- **Diversity** – establish an effective methodology to collect statistics on employee diversity.

Investors in People

LA16

On 11 December 2001, the Department became an Investors in People (IIP) organisation. IIP underpins DEH's commitment to providing staff with development opportunities suited to their individual needs.



Sarah Yip

Graduate Programme 2003

During my graduate year I was fortunate in securing a six-week placement at Jabiru, working with Parks Australia and the Kakadu Board of Management.

I had a great time assessing walking tracks, counting crocodiles, tracking rats and just watching the sunsets. I also learnt a lot about Aboriginal culture from the park staff and traditional owners.

Working on location has left me with a great respect for everybody involved in the joint management of our national parks and a strong appreciation of DEH's role at Kakadu.

IIP principles and practices inform the development of measures such as DEH's Performance and Development Scheme, and time and budget allocations for staff development. DEH divisions also develop their own IIP activities including staff newsletters, seminars, communications and celebratory events.

Measures such as Executive seminars on topical items and issues, discussion at bi-monthly meetings between the Secretary and directors, and distribution of Executive Roundtable meeting outcomes on our intranet help ensure that the IIP standard is supported by the Executive and other staff.

Benefits for management and staff from IIP related measures include:

- a stronger focus on performance and performance management
- clear links between DEH's goals and individuals' work plans that help ensure staff know how they contribute to meeting departmental objectives and that their contributions are valued
- a stronger commitment to staff development and improved communications across DEH.

Performance – Investors in People

A November 2003 surveillance audit showed that DEH continues to meet the international standard for IIP accreditation. The Department was awarded the inaugural Australian Government Investors in People Gold Award on 12 November 2003.

Goal

- Continue to meet the international standard for IIP accreditation.

Our workforce

✓ LA1, ✓ LA2, LA11, LA16

Staffing profiles

At 30 June 2004, DEH employed 1340 people, based on a headcount of staff. DEH staff are located in: Canberra; Darwin; Adelaide; Brisbane; Hobart; Perth; Bendigo; Kakadu National Park; Uluru-Kata Tjuta National Park; Booderee National Park; Cocos (Keeling) Islands; Christmas Island and Norfolk Island.

Of our 1340 staff:

- 78% (1045) were located in the ACT
- 74% (987) were full-time ongoing (permanent) staff
- 9% (128) were part-time ongoing (permanent)
- 14% (184) were full or part-time non-ongoing staff (temporary) employed for short periods
- 3% (45) were casual employees.

DEH has a higher proportion of staff that are non-ongoing (14%) than does the APS as a whole (8.8% in 2003). However, non-ongoing employees are particularly

important to DEH in national parks. They provide the flexibility to meet seasonal operational requirements of lease arrangements between traditional owners and the Australian Government. Seasonal employment also provides important employment and training opportunities for Indigenous Australians.

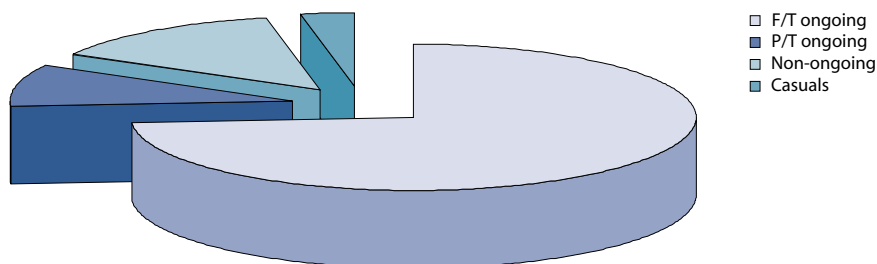
Figure 6 shows that DEH has a lower proportion of ongoing staff at the APS1 to APS4 levels, and a greater proportion at higher levels, when compared to the Australian Public Service as a whole. The profile is, however, generally consistent with other Australian Government agencies whose core roles are policy advice and development, and programme administration rather than 'shop-front' service delivery.

Figure 7 shows that the ratio of DEH's female to male ongoing staff is higher at the APS1 to APS6 classifications, and lower in the EL1 to SES Band 3 classifications (particularly at the EL1 level and beyond). This profile is generally comparable to that of the Australian Public Service as a whole.

DEH's peak decision making body, the Executive Roundtable, is comprised of 83% male and 17% female members.

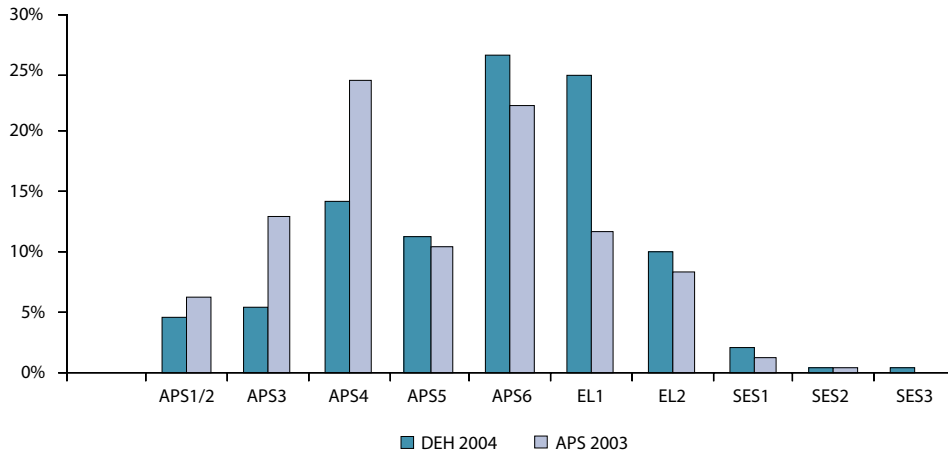
Figure 8 shows that DEH, like the APS as a whole, has an ageing workforce. With some 39% of our workforce aged 45 and over, considerable numbers of our more skilled and experienced employees will retire or semi-retire over the next decade. To minimise the impact, work is now being undertaken on succession planning, job rotation for skills development, leadership and management development, recruitment practices, and investigation of measures such as more flexible working arrangements for mature age workers. This work will help to ensure the retention of corporate knowledge and a strong skills base.

Figure 5: Make-up of DEH staff at 30 June 2004^(a)



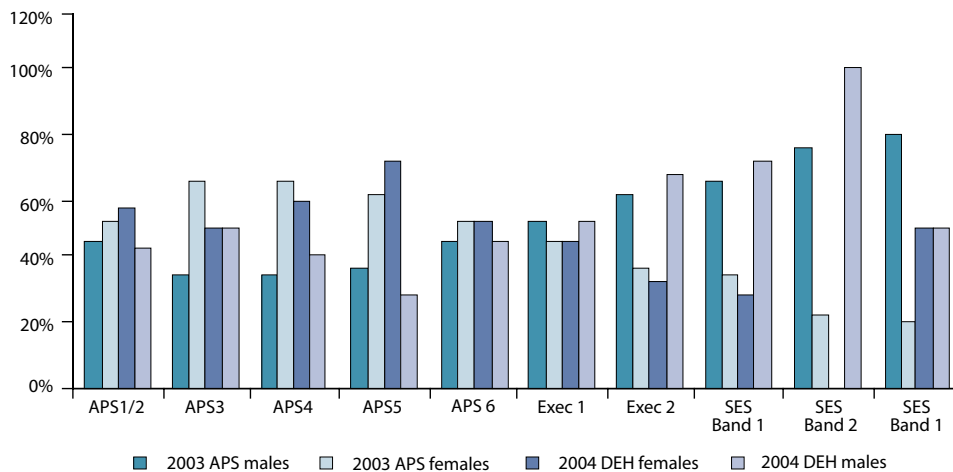
(a) Headcount of full-time and part-time ongoing, non-ongoing and casual staff, and staff on leave without pay.

Figure 6: DEH's ongoing staff by classification compared to all APS staff^(a)



(a) DEH staff at 30/06/04, excluding those on leave without pay. EL=Executive level. SES= Senior Executive Service. APS 2004 data not yet available.

Figure 7: DEH's ongoing staff at 30/06/04 by classification by gender^(a)



(a) DEH staff at 30/06/04, excluding those on leave without pay. EL=Executive level. SES= Senior Executive Service. APS 2004 data not yet available.

Performance – our workforce

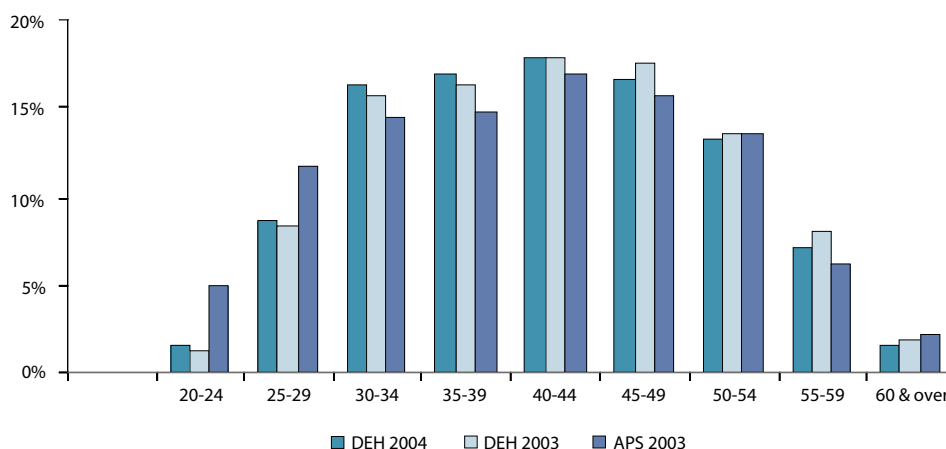
At 30 June 2004, DEH had 1340 staff, an increase of 30 on the figure at 30 June 2003 (based on headcount of staff).

DEH's total staff turnover rate for 2003–04 was 24.6% (including ongoing and non-ongoing staff), a marginal increase on the 2002–03 rate of 24.15%. These turnover rates are higher than those of most other APS agencies. However, in 2002–03 DEH's turnover rate for ongoing staff only was 10.7%, compared to an average of 7.4% for all Australian Government agencies. A significant factor contributing to DEH's high turnover rate is the employment of seasonal workers in national parks – a practice essential to the management of the parks.

A survey of staff who left voluntarily during the 18 months to 30 June 2003 identified two main reasons for their departure: 'better career prospects elsewhere' and 'lack of work satisfaction and challenge'.

An exit survey of ongoing staff will be implemented before December 2004 to gather additional information that will be used to help develop of new measures and/or refine existing measures for addressing the factors that drive staff turnover. A new job rotation and skills development pilot programme for APS6s with demonstrated management potential will be introduced in 2004–05.

Figure 8: DEH's ongoing staff by age cohort compared to all APS staff^(a)



(a) DEH staff at 30/06/04, excluding those on leave without pay. EL=Executive level. SES= Senior Executive Service. APS 2004 data not yet available.

Goals

- Commence by August 2004, implementation of a pilot development programme for APS6 level employees with demonstrated potential.
- Commence by December 2004, an 'expert staff' identification process, as part of succession planning and knowledge management.
- Implement a detailed exit survey prior to December 2004, with candidates being offered face-to-face interviews.

Learning and development

✓ LA9, LA16

Strategies and initiatives

DEH's training and development strategies are designed to benefit both DEH and individual staff by developing their potential and providing the skills needed to take on new roles throughout their careers. DEH's Performance and Development Scheme and its Graduate Recruitment and Development Programme (Graduate Programme) are integral to achieving these objectives. Regular information sessions on human resources issues – including specific sessions for Directors – help ensure that learning and development strategies are implemented effectively.

Performance and Development Scheme (PDS)

The PDS facilitates access to job-related learning, provides clarity about job performance expectations and encourages regular feedback on performance. The

scheme also provides the framework for managers (with their staff) to identify development needs and prepare individual learning plans. Under DEH's Certified Agreement, salary progression and pay increases are linked to participation in the PDS.

In a recent Australian National Audit Office audit of APS Performance Management Systems, DEH's PDS rated highly in relation to 'staff participation' and 'review of performance against formal agreements'.

Graduate Programme

This programme is highly sought after, with a large number of applications received each year. During 2004, DEH put 12 graduates, (including two who were already employed by DEH), through the programme. These 12 graduates were qualified in a wide range of fields.

Graduates have three job rotations during the one-year programme. This provides them with experience in a range of DEH activities, formal training, and diverse skills acquired through on-the-job development.

By June 2005, DEH will analyse Graduate Programme outcomes to determine how programme participants progress in their careers, and the proportion of graduates retained after one, two or more years. This information will provide benchmarks for future outcome comparisons.

Study assistance and investment in training

DEH encourages staff to undertake studies that are relevant to its responsibilities and goals and, where appropriate, provides study leave and financial assistance. Under a new initiative, in 2004–05 it will offer a bursary to eligible employees undertaking approved tertiary studies.

Staff training is supported by a commitment to spend an average of \$1000 per year (inclusive of travel and other associated non-salary costs) on learning and development activities for each employee, and provide an average of five days training per person per year.

Performance – learning and development

At present, DEH's information systems do not capture reliable data on training expenditure.

Goals

- Provide financial assistance for approved tertiary study activities from July 2004.
- Complete analysis of graduate retention by June 2005.
- Investigate systems to improve reporting on staff development and implement by end 2005.

Work-life balance

LA4, LA12

DEH understands that staff must be able to balance the demands of work and home life if they are to perform well in the workplace and successfully achieve longer-term career goals. To achieve an appropriate balance, staff must have access to suitable leave entitlements and flexible working arrangements. They must also know that they can exercise an effective influence over workplace conditions, and contribute to, organisational change.

DEH involves staff in decision making about the structure and objectives of the organisation through such initiatives as staff surveys, workforce consultation about restructures, and staff input into processes of business and strategic planning. A number of formal mechanisms are also in place to ensure staff are informed of, and can contribute to, organisational change. These include the DEH Consultative Committee and the establishment of sub-committees to address specific change issues.

Through its Certified Agreement and individual Australian Workplace Agreements (AWAs) DEH provides a variety of leave entitlements and alternative working arrangements, such as flexible working hours, part-time employment, and home-based work. These provide staff with flexible options for balancing their work and personal lives.

DEH also provides family rooms for its staff at the John Gorton Building in Canberra and is currently

investigating accreditation with the Australian Breastfeeding Association to become a breastfeeding friendly workplace.

Goals

- Review outcomes of the staff survey (completed July 2004) to identify areas of improvement and appropriate strategies, by end 2004.
- Obtain accreditation with the Australian Breastfeeding Association by end 2005.

Healthy and safe working environment

LA5, LA7

Occupational health and safety

DEH's occupational health and safety (OH&S) policy and agreement and their associated programmes underpin our commitment to maintaining a safe working environment and helping to ensure the health of our staff. An OH&S Committee, designated work groups who represent and safeguard staff's health and safety interests, and a network of health and safety representatives are primarily responsible for the effective implementation of OH&S policies and programmes. Our aim is best practice in occupational health and safety management.

Departmental wide OH&S activities and programmes include: workplace assessments (on request); the Employee Assistance Programme (EAP) that provides a free counselling service; and a range of stress reduction programmes.

Our Rehabilitation Unit assists staff who have been affected by injury or illness, whether or not work-related, to make a safe, early and effective return to work. The unit works closely with the employee, their manager/s, rehabilitation providers, Government medical officers and Comcare Australia.

In 2003–04, a number of DEH divisions initiated various voluntary health and fitness programmes. For example, some divisions have invited staff to participate in the voluntary 'Health Futures' programme which provides free health checks and promotes the benefits of healthy eating and regular exercise, and some initiated the Heart Foundation's 10 000 Steps programme.

Performance – occupational health and safety

We are required to maintain records of OH&S incidents, including near misses, and report these to the Australian Government's workers compensation insurer, Comcare Australia.

Compensation claims

In 2003–04, the Department had 35 compensation claims, a slight increase on 2002–03 when 31 claims were received. Sprains and strains accounted for 49% of those claims and back injuries for a further 20%.

There were no work related fatalities in 2003–04 or 2002–03.

Absenteeism

In 2003–04, for every 100 working days 2.44% of available working hours were lost through staff being on sick leave (with or without a doctor's certificate). On average, each employee took 6.4 days of sick leave. This excludes staff employed in Parks Australia, and does not include absences due to compensation claims.

Participation in OH&S activities 2003–04

- 173 workstation assessments were completed.
- 8% of staff used the counselling service provided under the Employee Assistance Programme.
- 30 staff attended the 'Get Tough with Stress', 38 the 'Back in Alignment' and 16 the 'Alexander Technique' programmes respectively.

Goal

- Investigate and implement more informative reporting systems for OH&S by end 2005.

Diversity

LA10, HR12, HR4

Diversity policy and strategy

The Department's Workplace Diversity Policy and Workforce Diversity Strategy are the central mechanisms for ensuring a diverse workforce and preventing discriminatory practices. They are based on, and designed to, instil in staff the following principles:

- All employees are treated with respect and courtesy.
- Individuals' rights and differences are acknowledged and accepted.
- Workplaces are free from unlawful discrimination.

- All employees have the opportunity to reach their full potential.
- Workplace structures and conditions should enable all staff to contribute to their potential and balance work and personal commitments.
- Decisions affecting staff should be based on facts, not stereotypes or discriminatory values.

The strategy is supported by specific initiatives, including the Disability Action Plan, the Workplace Contact Officers Network and the Indigenous Career Development and Recruitment Strategy.

Disability Action Plan

The Disability Action Plan, to be fully implemented by December 2004, is designed to raise staff awareness of disability issues, ensure that information is accessible (for example, in Braille), and provide all staff with appropriate physical access to departmental offices and other work locations. Under the strategy the needs of staff with disabilities and external stakeholders must be considered during the development of policies and/or operational procedures.

Workplace contact officers network

The Department has a network of Workplace Contact Officers comprising 18 staff across the department. Their role is to provide other staff and managers with information and support in relation to issues such as harassment, whistleblowing, grievance procedures, workplace diversity, APS values and the APS Code of Conduct. Their role does not encompass the instigation of investigations.

Indigenous Career Development and Recruitment Strategy

This strategy, through its related initiatives, provides Indigenous Australians with equitable employment and career development opportunities across all operational areas of DEH.

The strategy encompasses, among other initiatives: cross-cultural awareness programmes for all staff; workplace diversity awareness workshops; resource exchange and information programmes for Indigenous staff and communities; a traditional skills workplace recognition programme, and mentors for new Indigenous employees. Appropriate training is also provided for Indigenous interviewees and selection panels.

The traditional rights, roles and obligations of Indigenous employees are recognised through measures such as ceremonial leave entitlements for all Indigenous employees. Those located at Uluru-Kata Tjuta National

Park may be granted five days additional paid personal leave to attend traditional ceremonies relating to Tjukurpa.

A Working Group reports regularly to the Department of the Environment and Heritage Network on Indigenous Issues, which is a high level committee. It is proposed that in 2004–05 this group be replaced by an Indigenous Committee that will report directly to the Executive Roundtable, which comprises all Division Heads.

Performance – diversity

At present, DEH does not capture reliable diversity data such as the number of Indigenous Australians employed. A significant issue is that disclosure of personal characteristics by staff is voluntary. However, during 2004–05, DEH will investigate methodologies for collecting improved data.

Goals

- Finalise implementation of the Disability Action Plan by December 2004.
- Establish an effective methodology to collect statistics on employee diversity by end 2005.

Community activity

No GRI indicator

DEH provides staff with access to paid leave for many activities that benefit the community. These activities include donating blood, fire fighting, participating in other emergency or disaster relief situations, and defence force training. Some DEH staff participated in each of these activities in 2003–04.

At present DEH does not collect information on staff participation in these community activities.

Goal

- Develop and implement a system in 2004–05 for collecting information on staff involvement in those community activities for which DEH has provided paid leave.

Economic performance

Overview

Contribution to the economy

DEH contributes to the economy by providing employment, paying wages and other benefits to its employees, and sourcing goods and services from suppliers and contractors. As an Australian Government agency it differs from private enterprises in that it pays only fringe benefit tax and GST.

2003–04 outcomes

- \$90.6 million paid in wages and related benefits.
- \$41.4 million spent on suppliers for the provision of goods and services.
- Over 90% of invoices from suppliers paid within 30 days of receipt.
- 23.1% of DEH's Canberra–Sydney sector air travel requirements provided by smaller airlines.

Environmental purchasing

Australian Government and DEH purchasing guidelines require staff to consider the environmental impact of goods and services purchased and encourage suppliers to improve their environmental performance.

Monitoring issues

At present DEH does not have a robust monitoring system for ensuring that all purchasing decisions

meet good environmental purchasing practice. Our goals for 2004–05 will include the development and implementation of suitable monitoring systems to address this issue.

Employee benefits

EC5

As at 30 June 2004, DEH employed 1340 staff. Total payroll and benefit expenses for 2003–04, excluding accrued leave entitlements, was \$90.6 million. These benefits included salaries and allowances, lump sums paid to staff who left the Department permanently, superannuation contributions and performance pay.

Suppliers and contracts

EC3, EC4, EC11

Expenditure on suppliers

In 2003–04 DEH's total expenditure on suppliers was \$41.4 million. Table 5 provides a breakdown of expenditure by the Department's major business reporting categories.

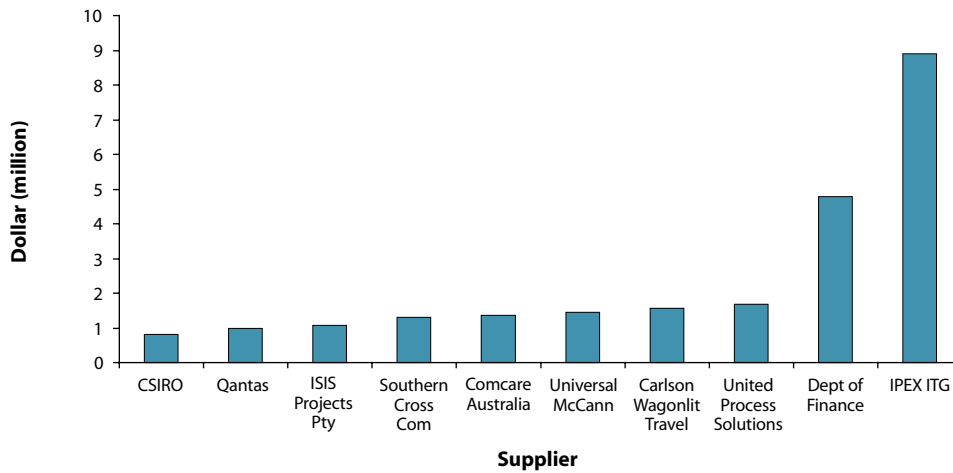
Expenditure spread

Of the \$41.4 million spent on suppliers in 2003–04, some 58% was accounted for by goods and services provided to the Department by 10 providers. Figure 9 shows those providers and the amount paid to each.

Table 5: Expenditure on suppliers by major reporting categories (2003–04)

Category	Expenditure (\$ million)
Consultants and other professional services	11
Information services (ICT)	8.8
Property	8.7
Travel	4.1
Office services	2.3
Furniture and equipment	1.3
Legal services	1.1
Public relations and provision of public information	0.9
Recruitment and professional development	0.9
Transport	0.8
Insurance	0.8
Conference/workshops	0.5

Figure 9: Top 10 suppliers



Supporting smaller businesses – air travel

In July 2003, the Government decided that Australian Government departments should work towards allocating a minimum of 10% of their Canberra-Sydney business air travel to smaller airlines. By 30 June 2004, DEH had exceeded that objective, having allocated 23.1% of its Canberra-Sydney air travel to smaller airlines.

This guide is supported by DEH’s internal purchasing guidelines, available to all staff. The internal guidelines require staff involved in purchasing decisions to:

- purchase goods and services that have the least adverse environmental impact
- work with industry to encourage improved environmental outcomes on the part of provider
- assess the environmental impact of goods and services against common standards.

Payment policy

The *Financial Management and Accountability Act 1997* includes specific time requirements for paying small businesses. The Act requires Australian Government agencies to pay invoices of up to \$5 million from small businesses within 30 days, subject to the goods or services having been accepted by the agency.

The percentage of invoices from all suppliers paid within agreed terms and within 30 days of receipts by DEH in 2003–04 (excluding the Australian Antarctic Division) was 90.09%. This outcome exceeds the Australian Government’s target of 90% of payments to be made within 30 days.

At present, however, DEH does not have an effective monitoring system to ensure that staff are always referring to, and applying, the appropriate guidelines during the purchasing process, or that the goods and services purchased are ones that have the least adverse environmental impact.

Goals

By the end of 2004–05:

- develop and implement a monitoring system to ensure good environmental purchasing practice
- increase the proportion of invoices paid within 30 days to over 91%
- continue to better the Australian Government’s goal of agencies allocating a minimum of 10% of their Sydney–Canberra sector air travel to smaller airlines.

Environmental purchasing

DEH has two main mechanisms for ensuring that environmental issues are considered during procurement processes. Our Chief Executive’s Instructions require all staff to consult and use the Australian Government’s Environmental Purchasing Guide when they are procuring goods or services.

Australian Antarctic Division, Parks Australia and Supervising Scientist Division – operational responsibilities and activities

At present the AAD's reporting systems are not linked to those that gather environmental, social and economic data on the internal operations of the rest of the Department. Consequently, the environmental, social and economic indicator sections of this report do not address the internal operations of AAD.

In addition, reliable information is not yet available for the environmental performance of the SSD or those elements of Parks Australia located outside the John Gorton Building. Consequently, the environmental indicator section of this report does not address SSD or the external elements of Parks Australia.

The day-to-day operational tasks of AAD, SSD and Parks Australia do, however, impact directly on issues that affect local communities throughout Australia. Many of those issues also have a wider significance for all Australians. This section of the TBL report is designed to provide readers with an understanding of the operational responsibilities of AAD, SSD and Parks Australia and an insight into how their operational activities address wider environmental, social and economic issues.

The section includes:

- an overview of the structure and operational responsibilities of AAD, Parks Australia and SSD
- a selection of case studies showing how they are responding to some wider environmental, heritage conservation, social and economic issues, often in cooperation with local communities and other stakeholders.

Australian Antarctic Division

The Australian Antarctic Division (AAD) is responsible for leading the Australian Antarctic programme (AAP) and advancing Australia's Antarctic interests. Based at Kingston in Tasmania, it represents the Australian Government within the Antarctic Treaty System, and administers the Australian Antarctic Territory and the Territory of Heard Island and the McDonald Islands.

The AAD provides strategic, policy, operational and scientific resources to maintain and enhance Australia's



Australian Antarctic Division headquarters – Kingston, Tasmania.

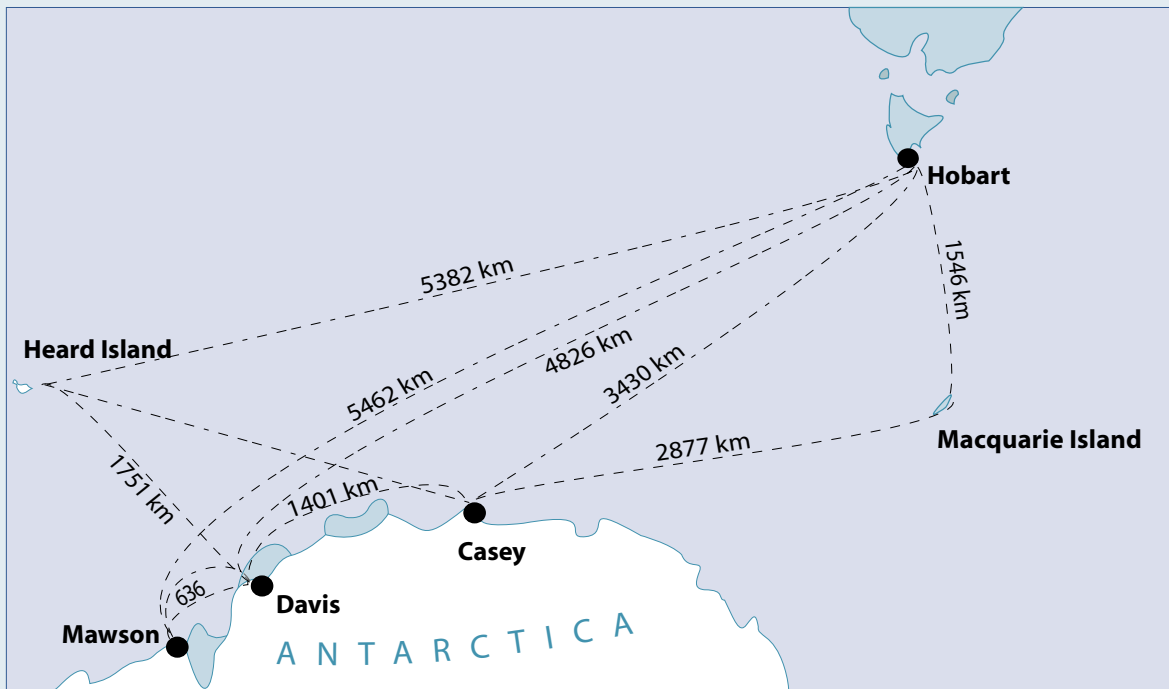
influence in the Antarctic Treaty System. Its resources are also used to conduct, coordinate and support its own and other agencies' scientific research in Antarctica, the sub-Antarctic and the Southern Ocean. The AAD maintains a permanent Australian research and monitoring presence at its three stations on the Antarctic continent and its station on Macquarie Island. Activities are also undertaken at AAD facilities at Kingston and Macquarie Wharf, as well as at the University of Tasmania in Hobart (see Figure 10).

The AAD actively pursues protection of the Antarctic environment. This objective is underpinned by research activities, promoting Antarctic research and the AAP in universities and elsewhere, environmental impact assessment, regulation and providing public information on the Antarctic. The research carried out as part of the AAP improves our understanding of the Antarctic region, including its role in the global climate system. Public dissemination of information helps to ensure that Antarctica is valued and understood by the wider community.

All research and operational activities carried out as part of the AAP are assessed for their potential impact on the environment in the Australian Antarctic Territory and the Territory of Heard Island and the McDonald Islands. The AAD's activities are considered under, and comply with, the requirements of relevant Australian legislation and international treaties. These include: the *Antarctic Treaty (Environment Protection) Act*; the *HIMI Environment Protection and Management Ordinance*; and the *Environment Protection Biodiversity Conservation Act 1999*.

As part of its ongoing commitment to protecting the environment, the AAD has implemented an Environmental Management System (EMS) certified to the international standard ISO14001. The EMS covers AAD's activities at its headquarters in Kingston and its

Figure 10: Map of Australian Antarctic Division permanent operational sites



Antarctic stations. It provides a framework for assessing and reducing the environmental impacts of the AAD's activities.

Tasmania's Antarctic Midwinter Festival

For the AAD to meet its responsibilities it needs to attract suitable personnel for its Tasmanian and Antarctic based operations. It also needs to ensure that its work and the Antarctic environment are understood and valued by the wider community. The Tasmanian Antarctic Midwinter Festival provides a valuable opportunity to address these needs and, at the same time, contribute to an event that provides economic, cultural and social benefits for the wider Tasmanian community.

Coordinated by Antarctic Tasmania, an office of Tasmania's Department of Economic Development, the Festival aims "to educate, inform, inspire and celebrate the Tasmanian community's involvement with Antarctica and Australia's leading role in Antarctic science and policy" (Antarctic Tasmania, 2004). Starting as a one-day event in 2001, it is now a nine-day festival featuring 119 events at 19 locations across Tasmania. In 2003, over 35 000 Tasmanians, interstate and overseas visitors participated in the festival.

The AAD has been a sponsor and active participant in the festival since 2001. Its participation complements

other public activities, such as a major annual exhibition at Parliament House in Canberra, the Antarctic magazine, the display area at its Kingston headquarters and its web site.

The festival allows people to meet AAD staff and ask them about the work they undertake and possible employment opportunities with the AAD in Antarctica or Australia. The displays and activities show the public, especially children, the importance of the work carried out as part of the Australian Antarctic programme. In



Children get close to Australia's Antarctic history.



Antarctic knowledge passing to a new generation.

2003 these displays attracted large numbers of children, with over 1800 school students visiting in organised school groups. Establishing an Antarctic field camp in the middle of Hobart is a particularly popular activity for children to witness. Participation in activities such as 'Science in the Pub' also allows AAD scientists to showcase their work.

AAD will continue to sponsor and participate in activities such as the Antarctic Mid-winter Festival.

Fossil fuel replacement – the Mawson wind farm

Meeting Mawson station's energy needs typically required around 700 000 litres of diesel fuel each year, producing approximately 2000 tonnes of CO₂. If an alternative energy source was feasible, environmental impacts from burning fossil fuels and the station's operating costs could be substantially reduced.

The AAD began researching the feasibility of wind turbines in 1993, when a joint Australian–French project was established to investigate alternative energy options for Antarctic stations. Encouraging results were obtained from the field trial of a 10kW wind turbine at Casey station.



Installing the blades.

With mean wind speeds at Mawson of 39 km/h and gusts exceeding 180 km/h during blizzards, wind generated electricity was a serious option. In 2001, the AAD formed a consortium with PowerCorp Pty Ltd (a Darwin-based contractor) and a German company, Enercon GmbH, to develop and install Antarctica's first wind farm at Mawson. The partnership enables risks to be shared and ensures a state-of-the-art facility. An environmental impact assessment was prepared, to ensure that the project is consistent with Australia's obligations under the Protocol on Environmental Protection to the Antarctic Treaty and Australian law.

PowerCorp developed and installed a system to optimise operation of the wind turbines and the remaining diesel generators against the station's heating and electrical load. They also developed an electric boiler-based energy storage system to stabilise the frequency and voltage on the station grid and provide the station's heating needs. Enercon modified the wind turbines to suit Antarctic conditions. AAD teams erected the turbines, poured the concrete foundations and installed the infrastructure and cabling.

Installation of two (of three) 300kW wind turbine generators began in the summer of 2001–02.

Commissioned in 2003, the wind farm reduced diesel consumption by 27% in its first year of operation.

Installation of additional electric boiler capacity in the 2003–04 summer and ongoing fine tuning of the control system could result in up to a 50% reduction in diesel



Wind turbine in action.



Blade housing.

fuel used compared to a 2002 baseline. Westpac Bank has entered into a pre-purchase agreement with AAD for the Renewable Energy Certificates (RECs) associated with the wind turbines.

A grant from the Australian Greenhouse Office is allowing the AAD to investigate the feasibility of generating hydrogen on site with excess energy from the wind turbines. The hydrogen would be stored in fuel cells and used to power Mawson during low wind periods. If this technology is successful, implementing a full-scale system and the erection of a third wind turbine would allow Mawson to meet all of its non-transport energy needs from a renewable source.

Protecting the Antarctic environment – removing waste from Thala Valley

Up to the mid-1980s, waste was usually dumped in gullies and bays in the immediate vicinity of stations.

In the mid-1990s the AAD decided to clean up the abandoned waste disposal site at Thala Valley near Casey station, thus reducing the environmental impact of the waste stored there. This project was also part of a wider aim – to develop more effective techniques for cleaning up contaminated sites in the Antarctic.

Site assessments were conducted over a number of summers to identify issues and establish environmental monitoring baselines. In 2000, suitable on-site and post-removal hazardous waste remediation technologies were identified. Diversion channels to direct summer melt water away from the site, and a specially designed water treatment plant to separate particulate and dissolved contaminants from site run-off, were among methods used to control the spread of contaminants from the waste site.

In the summer of 2003–04, the AAD removed an estimated 1000m³ of waste from the site and loaded it

into purpose-built containers donated by Vivendi (now Veolia). Samples from each container were analysed to determine whether heavy metal stabilisation treatment would be needed. The material was shipped to Tasmania, treated if necessary, and deep buried in an appropriately certified landfill near Hobart. This complex project was completed in accordance with Australian quarantine and environmental protection requirements, and those of the Protocol on Environmental Protection to the Antarctic Treaty.

As a result of the project, AAD developed novel techniques for monitoring the environmental impacts of contaminated sites and new procedures for remediation of contaminated ground in cold regions. A scientific basis to underpin environmental guidelines for cold regions was also established. AAD has shared its experience at international forums and 24 scientific papers related to the clean-up project were published in peer-reviewed journals in 2003. Lessons learnt are particularly valuable for other nations involved in cleaning up or remediating contaminated sites in the Antarctic or similar regions.

AAD is using the Thala Valley project findings in its development of a long-term plan to clean up contaminated sites across Australia's Antarctic territory and sub-Antarctic islands. The findings will also help to develop practical, scientifically sound and cost-effective ways of meeting Australia's environmental obligations under the Madrid Protocol for protection of the Antarctic environment.



Thala Valley remediation site.

Parks Australia

The Director of National Parks is a 'corporation sole' established under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Director is responsible to the Minister for the Environment and Heritage. The EPBC Act provides for the Director to proclaim and manage Commonwealth reserves. The term 'reserves' includes all the areas proclaimed under the EPBC Act with names such as national parks, marine parks, national nature reserves, marine national nature reserves, marine reserves, and botanic gardens. Figure 11 shows the locations of Commonwealth reserves declared under the EPBC Act.

Responsibility for the marine protected areas has been delegated to the Land Water and Coasts Division and responsibility for Heard Island and MacDonal Islands has been delegated to the Australian Antarctic Division of the Australian Environment and Heritage portfolio.

The holder of the office of Director of National Parks has also been delegated functions and powers to administer programmes that complement his/her functions. The staff involved in these programmes are included within

Parks Australia. Under these delegations, the Director administers the National Reserve System Programme – a programme of the Natural Heritage Trust that includes the Indigenous Protected Areas programme. The Director also manages the Australian Biological Resources Study.

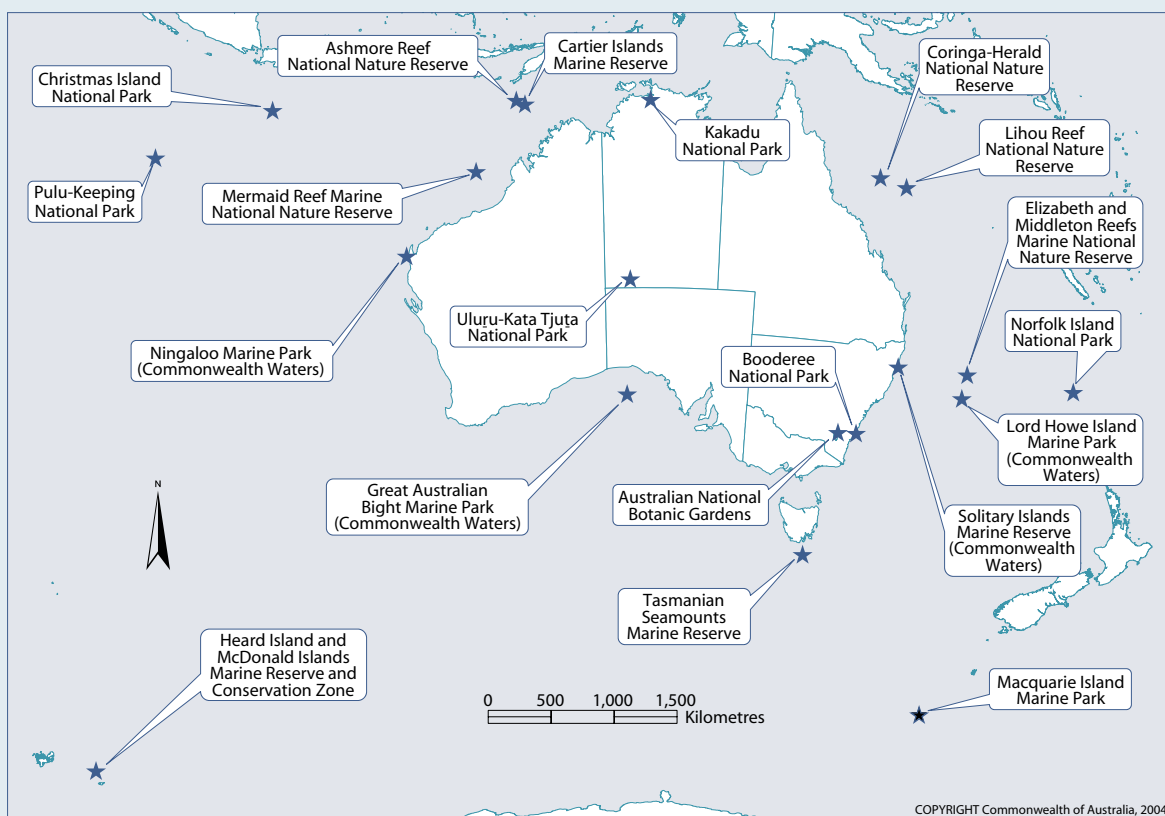
Kakadu National Park, Uluru-Kata Tjuta National Park and Booderee National Park are jointly managed with traditional Indigenous owners, and Parks Australia is a significant employer of Indigenous Australians in these remote areas.

Restoration of Phillip Island

Phillip Island is a 190 hectares uninhabited island lying approximately seven kilometres south of Norfolk Island. It was almost denuded of vegetation by pigs, goats and rabbits released for food and sport by the early colonists. Rabbits were finally removed in 1988, making rehabilitation of the island possible.

When it was added to Norfolk Island National Park in 1996, the task facing Parks Australia was to restore its natural environment. This project is expected to take at least another 20 years.

Figure 11: Locations of national parks and reserves protected under the *Environment Protection and Biodiversity Conservation Act 1999*



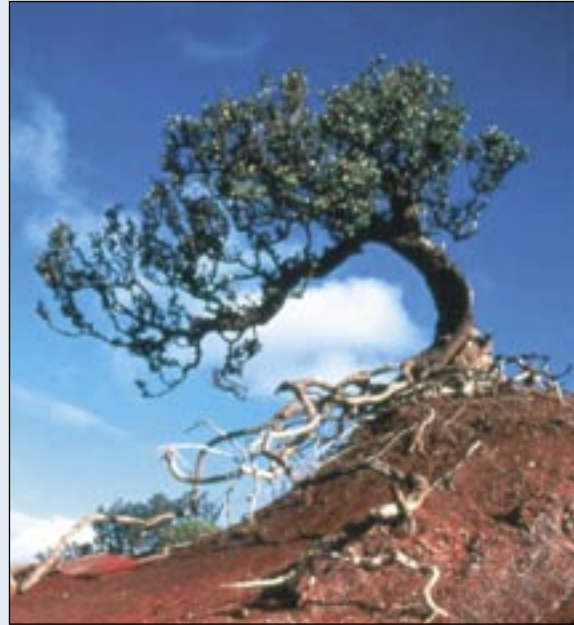


Phillip Island (Norfolk Group) 1995 – after eradication of rabbits.

With few oceanic islands occurring between latitude 25°S and 35°S, this island group is an important link between tropical and temperate environments. The island has rare and endemic species of flora and fauna including five plant species endemic to the Norfolk group, 32 native species and 31 exotic species. The Norfolk Island Abutilon (a small herb) was rediscovered on the cliffs of Philip Island after being presumed extinct for over 70 years. It is an outstanding breeding island for 12 species of seabirds. It is also a significant geomorphological feature and has special recreational and educational features. In recognition of its significance, Phillip Island is included on the Register of the National Estate.



Planted Norfolk Island Pines and other native species reclaim the moonscape.



White-oak survives rabbit erosion.

In the absence of exotic predatory fauna such as rats, cats and cockroaches, Phillip Island provides an important breeding ground for seabirds and a vital refuge for some of the native and endemic fauna, including two terrestrial reptiles, a gecko and a skink. Many species of insects, spiders, centipedes and molluscs occur on Phillip Island that are not present on Norfolk Island itself.

Phillip Island is culturally important to the people of Norfolk Island and the rehabilitation programme is a significant employer of park and contract staff. The annual work programme includes regular weed control of exotic woody weeds such as African olive and Kikuyu grass, and planting of native and endemic species. The native plants help to hold the soil together and re-establish an environment in which the native animals, such as the gecko, can thrive.

An ongoing annual work programme is planned and, subject to funding, will continue until Phillip Island has been fully rehabilitated.

The Australian National Botanic Gardens (ANBG) – water use reduction

Over recent years the Australian Capital Territory (ACT) has been dealing with water shortages, and the ANBG shares the community consensus that long-term water conservation strategies are essential. Although constrained by the needs of a diverse, publicly accessible collection, it has to develop and implement effective water saving measures.

In 2003, the ANBG responded to ongoing shortages by intensifying its water use reduction programme. Sections of the gardens were reassessed to establish more precise watering requirements and priorities. Relatively simple water saving measures were identified and successfully implemented. These included:

- monitoring to ensure water use matches plant needs and evaporation rates
- increasing the use of mulch to reduce water evaporation
- isolating the lawn irrigation system to ensure watering of lawns is on an as needs basis
- improving the management of ponds to reduce evaporation and the need for 'topping up'
- promptly replacing damaged sprinkler heads and ensuring optimal arc spray adjustments
- installing dual-flush toilet cisterns.

The new production nursery incorporates water saving measures such as composting toilets. Two 5000-litre tanks capture rainfall and nursery irrigation run off for use in watering garden display beds.

Since 2003, annual water use has been reduced by an estimated 25% (50 megalitres), reducing demand from local public reservoirs. There have also been important



Hand watering is an efficient water saving technique.



Stormwater holding tanks at new nursery.

incidental benefits for the ANBG. Cost savings are supporting other ANBG programmes and links with the wider community have been strengthened. The ANBG was invited to participate in ACT Electricity and Water Authority's 2003 'Stop the Drop – Reduce the Use' campaign and the ANBG's Director was appointed as an ACT Water Ambassador for the 2003–04 summer.

The ANBG's immediate goals are to maintain the current level of water savings indefinitely and further reduce the use of potable water for irrigation by using lower grade water from other sources. To achieve the first goal, however, existing measures will need to be supplemented by the installation of a modern water control computer system. This is currently under consideration.

Controlling crazy ants on Christmas Island



The yellow crazy ant *Anoplolepis Gracilipes*.

The yellow crazy ant *Anoplolepis Gracilipes* was accidentally introduced to Christmas Island sometime before 1934. During the 1990s there was a population explosion with the formation of high-density super-colonies, comprising hundreds of millions of ants spread over some 2500 hectares, or 25% of the island's forest. The crazy ant outbreak has been accompanied by, and may have been a major cause of, massive mortality in the endemic red crab and even more severe population crashes in endemic skinks, blind snakes, geckos and bats. A number of endemic snails and insects have apparently become extinct already.

Over the last five years the Australian Government has spent more than \$1.5 million (including \$200 000 from the Natural Heritage Trust) controlling this infestation. The programme began with research and ground baiting, supplemented in late 2002 with an extensive aerial baiting exercise.

Of the 2500 hectares originally infested, 2143 were aerially baited. New colonies have established and existing colonies are expanding continuously. Baiting has reduced overall ant densities by 95% but the rest needs to be baited. A combination of aerial and ground baiting will be required to treat these remaining areas from 2004 to 2006. Without control, the existing 400



Christmas Island red crab killed by crazy ants.

hectares of infestation could double every year, as would the eventual cost of control.

The programme has had direct economic and social benefits for the local community. Locals fill two full-time positions and local businesses supply many of the programme's needs.

The long-term goal is to contain the ant at a density that has no significant environmental impact. While eradication is desirable it is probably impractical unless a much more effective method can be developed. Control to negligible densities is possible within five years provided funding is sufficient to maintain the required control effort, estimated at \$1.9 million over the five years to 2009.



Red crabs during their annual migration.

Supervising Scientist Division (SSD)

The Supervising Scientist is a statutory office under the *Environment Protection (Alligator Rivers Region) Act 1978* and is a division within DEH. The Supervising Scientist Division (SSD) consists of the Environmental Research Institute of the Supervising Scientist (**eriss**) and the Office of the Supervising Scientist (**oss**).

eriss conducts environmental monitoring and research into the impact of uranium mining on the environment and people of the Alligator Rivers Region of the Northern Territory, which incorporates Kakadu National Park. **eriss** also conducts research on the ecology and conservation of tropical wetlands, and is a partner in the National Centre for Tropical Wetland Research. **oss** carries out supervision, audit and policy functions in relation to uranium mining in the Alligator Rivers Region.

Traditional fire regimes – managing Boggy Plain

Boggy Plain is a freshwater wetland on the South Alligator River floodplain in Kakadu National Park. It supports many freshwater floodplain vegetation communities and a diversity of fauna. It is also one of the most important dry season refuges for magpie geese in the Northern Territory. In some years, 85% of the total Northern Territory magpie geese population gathers there to feed.

It is exposed to potential impacts from threats such as feral pigs, weeds and saltwater intrusion. Not being exposed to mining impacts, it offers a valuable contrast to floodplains that are so exposed. This provides a non-mining reference site that assists SSD to distinguish between potential impacts caused by mining-related disturbances, other anthropogenic influences, or natural influences.

The use and management of this important wetland by traditional owners represents many of the natural



Floodplain burning, an important traditional management practice.

and cultural values of Kakadu. However, according to traditional management practice, floodplains need to be burnt periodically to maintain natural and cultural values. Kakadu traditional owners consider that Boggy Plain has not been burnt correctly during the past decade, allowing the native grass *Hymenachne acutigluma* to spread over much of the area. This has limited access for hunting and gathering and reduced the habitat for wildlife.



Localised fire at Boggy Plains.

Traditional burning regimes have been reinstated, and SSD is collaborating with local Aboriginal people and Parks Australia North to map and assess the impact of traditional fire regimes on Boggy Plain's vegetation, using remote sensing in conjunction with ground-based surveys. Results suggest that traditional burning practices effectively reduce dense *Hymenachne* monocultures, allowing a diverse range of species to re-establish.

The information gathered at Boggy Plain will continue to assist the local Indigenous community assess the impact of traditional management practices. It will also continue to inform SSD's ongoing studies into landscape-scale impacts and to distinguish between mining impact and other influences.

Collaborative minesite rehabilitation – Narbarlek

Monitoring and managing the impact of uranium mines on local environments and the restoration of areas impacted by decommissioned mines are significant issues for Indigenous communities and other stakeholders. The Narbarlek mine, in Arnhem Land near Kakadu National Park, was decommissioned in 1995–96 and is the first uranium mine to be rehabilitated under a contemporary regulatory regime.

Rehabilitation at Narbarlek provides a reference for future mine rehabilitation practices.



Revegetation at Nabarlek is monitored through photographic records.



Regrowth plots have not always been successful.

Stakeholder groups cooperating in the rehabilitation of Nabarlek include the Northern Land Council, the local Indigenous community, Pioneer (mining company), the Northern Territory Government, SSD and Charles Darwin University. Genuine collaboration has imparted a strong sense of community ownership and pride, providing a valuable model for other rehabilitation projects.

Demed, a local Aboriginal association, has an active rehabilitation programme involving revegetation of native species, weed control and fire management. Pioneer supports work by Demed's Land Management Rangers. This involves planting islands of favourable species, and active weed and fire management surrounding regrowth plots. Demed provides SSD with access to its revegetation programme and weed survey records. In return, SSD uses its research to assist Demed to review their revegetation and weed management plans.



SSD monitors site rehabilitation, with a view to developing a cost-effective, ground-based and remote sensing monitoring and assessment programme that can be applied to the Ranger uranium mine. It also conducts ground-based vegetation surveys, comparing the data to remote sensing captures of Nabarlek in the wet and dry seasons. This provides a 'whole of landscape assessment' of the area. SSD's research findings are being used to develop management options in discussions with all stakeholders.

SSD and Charles Darwin University collaborate on research into revegetation success at Nabarlek. The research shows that, although revegetation commenced in 1995, for at least half the mine site the primary revegetation objective is still to be achieved.

SSD's collaborative research at Nabarlek with Charles Darwin University is continuing. SSD will also be continuing its work with traditional landowners to

ensure its research findings assist their communities to find sustainable solutions to revegetation issues at Nabarlek and other affected sites.

Appendix A – Australian National Audit Office Verification Statement



INDEPENDENT VERIFICATION STATEMENT

To the Secretary of the Department of the Environment and Heritage

Matters relating to the Electronic Presentation of the Verified TBL Report

This verification report relates to the Triple Bottom Line (TBL) report of the Department of the Environment and Heritage (DEH) for the year ended 30 June 2004 included on the Department of the Environment and Heritage's web site. The Department's Chief Executive is responsible for the integrity of the DEH's web site.

The verification report refers only to the TBL report named below. It does not provide an opinion on any other information which may have been hyperlinked to/from the verified TBL report.

If the users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the verified TBL report to confirm the information included in the verified TBL report presented on this web site.

Introduction

We have performed an independent verification of selected indicators from the inaugural TBL report completed by DEH for the year ended 30 June 2004.

In undertaking our verification activities, we adopted an independent assurance approach that, in the absence of generally accepted international standards for providing assurance over TBL reports, reflects contemporary practices and guidance including:

- local and internationally recognised financial and environmental auditing standards;
- the assurance principles proposed by the Global Reporting Initiative (GRI);
- the Department of Environment and Heritage's *Guide to Reporting Against Environmental Indicators*;

- FaCS' *Guide to Reporting Against Social Indicators*; and
- Standards Australia draft *General Guidelines on the Verification, Validation and Assurance of Environmental and Sustainability Reports (DR 03422)*.

Scope and Objective

The information included in DEH's TBL report is the responsibility of DEH. We were asked to provide independent verification of selected data, and commentary pertaining to that data, contained in the report. The scope of our verification involved:

- selection of a sample of data parameters, from the total of data to be reported upon;
- definition of the scope of activities within DEH to be covered by verification; and
- undertaking the necessary tasks to verify or otherwise the data parameters selected.

The objective of our verification work was to provide an independent opinion on the completeness, accuracy and reliability of the selected data parameters and the representation and discussion of such data in the report. The reporting period nominated was 1 July 2003 to 30 June 2004.

DEH's TBL report covers the internal operations and performance of the Department only, specifically excluding:

- the Australian Antarctic Division (AAD), and the Supervising Scientist Division (SSD);
- the five statutory authorities: Australian Heritage Council; Director of National Parks; Great Barrier Reef Marine Park Authority; Office of the Renewable Energy Regulator; and Sydney Harbour Federation Trust; and
- the three executive agencies: Australian Greenhouse Office (AGO); Australian Government Bureau of Meteorology; and the National Oceans Office.

GPO Box 707 CANBERRA ACT 2601
Centenary House 19 National Circuit
BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

The report does not cover the outcomes or policies and programs that DEH delivers on behalf of Government.

Throughout the report, those parameters that were selected for verification and were successfully verified have been marked with the symbol ✓. Those parameters that were selected but which we were unable to verify have been marked with the symbol ✗.

Verification work performed

We examined, on a sample basis or more comprehensive basis where necessary, the completeness, accuracy and reliability of the data presented in the report by:

- where data is generated by a system, examining the comprehensiveness of the systems and processes for data collection, collation and aggregation;
- testing and reconciling data back to source documentation;
- testing algorithms, arithmetic accuracy and graphical representation;
- reviewing assumptions and estimates and the basis of same for logic and justification; and
- testing the interpretation of definitions used to describe data in the report for clarity.
- reviewing the presentation and description of data within the report for consistency with our understanding of the data.

The data was assessed against an error coefficient of $\pm 10\%$, which was agreed between DEH and the ANAO.

Opinion and conclusion

Based on the results of our verification procedures we conclude that, in all material respects, the data pertaining to the following parameters to be complete, accurate and reliable:

- EN1 – Total Material Use (printing/photocopy paper);
- EN3 – Direct Energy Use;
- EN5 – Total Water Use;
- EN8 – Greenhouse Gas Emissions;
- EN11 – Total Amount of Solid Waste by Destination;

- LA1 – Breakdown of Workforce by Status, Employment Type etc; and
- LA2 – Employment Net Creation and Average Turnover.


All other environmental and social data parameters tested could not be verified for completeness, accuracy and reliability in all material terms. This is due to a combination of factors including:

- the absence of mature systems to accurately record and report associated employee training information, including hours undertaken, cost of training courses and indirect costs; and
- information related to safety incidents and accidents is currently not captured in the format required to be reported under the parameter. In addition, systems and processes have not been developed and implemented at a local level to track workers compensation performance.

Commentary

It is acknowledged that this was the inaugural TBL verification program for DEH. As a consequence, the data parameters selected had not previously been subject to external verification. We also acknowledge that DEH management have expressly requested our opinions on improving the completeness, accuracy and reliability of reported data, so as to overcome such qualifications in the future.

The initiative to undertake TBL reporting within the Commonwealth is commendable and in line with the contemporary principles of transparency and accountability for both financial and non-financial organisational performance. The program of external verification of TBL disclosures by DEH will only strengthen the application of such principles.



P.J. Barrett

Auditor-General

Canberra

28 September 2004

Appendix B — Indicators, benchmarks, performance and goals

Environmental indicators (derived from the GRI and the DEHTBL Guide)

Indicator	Description	Benchmark/s	Performance 2003–04	Goal/s 2004–05	Page
EM1	Environmental management conformance	Management System (EMS) certified to ISO14001 standard	EMS ISO14001 certification maintained	EMS remains certified to ISO14001 standard	8–9
EM2	Environmental performance improvement process		EMS reviewed	Implement review recommendations	8–9
EM3	Integration of environment with other business systems		DEH Executive agreed to implement EMS review recommendations	Implement review recommendations	8–9
EN3 Energy 1	Direct energy use (tenant light and power)	Australian Government target: 10 000 MJ per person per year	5500 MJ per person per year	Achieve 4500 MJ per person per year by 2005–06 Upgrade metering arrangements to improve electricity consumption reporting	9–12
	Direct energy use (transport)	Australian Government target: 28% of vehicles to score in top half of Green Vehicle Guide (GVG) scoring range	17.86% of DEH vehicle fleet scored 10.5 or higher against GVG	Improve GVG score Increase staff take-up of environmentally responsible transport options, including information and communication technologies as alternatives to air travel	
EN4 Energy 2	Indirect energy use		Zero indirect emissions from 100% green power	Continue greenpower purchase	9–11
EN17 Energy 3	Initiatives to use renewable energy sources and increase energy efficiency		Greenpower supplies tenant light and power Energy Management Option system	Continue greenpower purchase	9–10
EN8 Greenhouse 1	Greenhouse gas emissions		530 tonnes of CO ₂ (gross) 388 tonnes (net) after offsets 559 kg per person per year (gross) 409 kg per person per year (net)	Renew Greenhouse Challenge agreement in 2005	13–15

Indicator	Description	Benchmark/s	Performance 2003–04	Goal/s 2004–05	Page
Greenhouse 2	Initiatives to decrease greenhouse gas emissions		Greenhouse Challenge membership Purchased greenpower Purchased Greenfleet offsets Recycled organic and other wastes	Renew Greenhouse Challenge agreement, continue to use greenpower, and consider implementing BP's Global Choice programme Identify/assess options for offsetting air travel related emissions	13–15
EN5 Water 1	Total water use	Australian Government average for office buildings 46l per person per day (tenancy and base building combined)	Approximately 6605 Kl of water used (28 l per person per day) – tenancy only	Investigate separate water metering of DEH office space	15
EN22 Water 2	Total water reused		Greywater reused in John Gorton Building		15
Water 3	Initiatives to decrease water consumption or increase water reuse		Jemflo Water Management system Water efficient appliances and leak reporting signage Upgrade of greywater system		15
EN1 Materials 1	Total material use (other than water)		14 300 reams of A4 paper purchased 15.08 reams per person per year. 30 sheets per person per day	Conduct paper audit by end 2005 and an office machine review Finalise letterhead project Establish data collection system for outsourced printing	15–16
EN2 Materials 2	Initiatives aimed at using post-consumer recycled material and waste from industrial sources		Recycled paper used for A4 printing and photocopying		15–16
EN11 Waste 1	Total amount of solid waste by type and destination		250 tonnes generated (263kg per person per day) 142 tonnes recycled including 22 tonnes of organic waste to a worm farm small business	Waste audit of John Gorton Building Sound methodology for data on waste to landfill	12–13
Waste 3	Initiatives and improvements (to minimise waste)		No individual waste bins – recycling bins centralised in kitchen/tea point areas Prominent waste signage Recycling of toner cartridges and fluorescent tubes	Waste audit of John Gorton Building 100% recycling of fluorescent tubes and toner cartridges from all DEH sites	12–13
EN33 Suppliers 1	Initiatives to encourage improved environmental performance of suppliers		Development of draft Environmental Purchasing Guide and environmental performance of suppliers addressed in some tender criteria	Capture information on, and use DEH supply chain position to improve, suppliers' performance	16

Social indicators (derived from the GRI)

Indicator	Description	Benchmark/s	Performance 2003-04	Goal/s 2004-05	Page
LA1	Geographical breakdown of workforce by status, employment type, and employment contract	APS staffing proportions 2002-03: <ul style="list-style-type: none"> • non-ongoing 8.8% • executive level (EL1 and above) 22.1% 	74% of staff full-time ongoing; 14% non-ongoing, 37.9% at executive level and 78% located in the ACT		21-23
LA2	Employment net creation and average turnover	APS turnover rate for ongoing staff 7.4% (2002-03)	Increase of 30 staff in 2003-04 All turnover 24.6% (2003-04) Ongoing staff turnover 10.7% (2002-03)	Implement exit survey by June 2005 Implement pilot development program for APS6 level employees who have potential. Start 'expert staff' identification process	21-23
LA4	Policy and procedures involving information, consultation and negotiation with employees over changes in the reporting organisation's operations (e.g. restructuring)		DEH Consultative Committee and sub-committees to involve staff in organisational change		24
LA5	Practices on recording and notification of occupational accidents and diseases		Records maintained of OH&S incidents and incidents reported to Comcare Australia		24-25
LA7	Standard injury, lost day and absentee rates, and the number of work related fatalities (including contracted workers)		35 compensation claims 2.44% of working hours lost over 100 days	Investigate and implement more informative OH&S reporting systems	24-25
LA12	Employee benefits beyond those legally mandated		Range of leave entitlements and flexible working arrangements available. Family rooms at John Gorton Building	Review outcomes of July 2004 staff survey and identify areas that could be improved and appropriate strategies. Obtain accreditation with Australian Breastfeeding Association	24

Indicator	Description	Benchmark/s	Performance 2003–04	Goal/s 2004–05	Page
LA9	Average hours of training per year per employee by category of employee		DEH awarded inaugural Australian Government Investors in People Gold Award	Investigate and implement systems to improve reporting on training/staff development Provide financial assistance for tertiary study Complete analysis of graduate retention	23–24
LA16	Existence of programme/s to support the continued employability of employees and manage career endings		Rehabilitation unit Performance and Development Scheme		20–24
LA10	Description of equal opportunity policies or programmes, as well as monitoring systems to ensure compliance		Workplace Contact Officer Network	Implement Disability Action Plan by December 2004 Methodology for collecting diversity statistics	25–26
LA11	Composition of senior management and corporate governance bodies, including male/female ratio and other indicators of diversity as culturally appropriate		17% of the Executive Roundtable (DEH's peak decision making body) members are female		21
HR4	Description of global policy and procedures/programmes preventing all forms of discrimination in operations, including monitoring systems and results of monitoring		Workplace Contact Officer Network Development of Disability Action Plan	Finalise implementation of Disability Action Plan Establish methodology to collect statistics on employee diversity (by end 2005)	25–26
HR12	Description of policies, guidelines and procedures to address the needs of Indigenous people. This includes Indigenous people in the workforce and communities where the organisation operates or intends to operate		Indigenous Career Development and Recruitment Strategy	Establish an Indigenous Committee to report directly to DEH Roundtable	25–26
No GRI indicator	Policies to encourage the voluntary participation of staff in local community activities			Develop/implement system on staff voluntary activities where DEH provides paid leave	26

Economic Indicators (derived from the GRI)

Indicator	Description	Benchmark/s	Performance 2003-04	Goal/s 2004-05	Page
EC3	Cost of all goods, materials and services purchased		\$41.2 million expended		27-28
EC4	Percentage of contracts that were paid in accordance with agreed terms, excluding agreed penalty arrangements	Australian Government target: 90% of invoices paid within 30 days	90.09% of invoices paid within 30 days	Increase proportion of invoices paid within 30 days to over 91%	27-28
EC11	Supplier breakdown by organisation and country	Australian Government target: 10% of Canberra-Sydney air sector business to be with smaller airlines	23.1% of Canberra-Sydney air sector travel with smaller airlines	Continue to exceed the Australian Government goal to use smaller airlines on the Canberra-Sydney air sector	27-28
EC5	Total payroll benefits (including wages, pension, other benefits and redundancy payments)		\$90.6 million expended		27
No GRI indicator	Initiatives to include environmental criteria in the procurement of goods and services			Monitoring system to ensure good environmental purchasing practice	27-28

Appendix C — Environmental Management Policy

Our Organisation

The Department of the Environment and Heritage (DEH) is the Australian Government's major environmental agency, and is responsible for achieving Government's environment objectives, domestically and internationally.

We aspire to a natural and cultural environment, valued, enhanced and protected in harmony with the nation's social and economic goals and we aim to deliver national leadership on environmental issues through excellence in the programs we run and the policy advice we provide.

Our Environmental Management Commitment

This policy covers the office-based operations of the Department of the Environment and Heritage in Canberra, A.C.T.

DEH has made a strong commitment to environmental best practice and the prevention of pollution in office management and general operations. Through a process of continual improvement we aim to lead the Commonwealth public sector in efficient and effective environmental office practices, providing a role model for others to follow.

Through a philosophy of **'rethink, reduce, reuse, repair, recycle'** we will:

- identify and manage our environmental risks and opportunities
- minimise or eliminate our negative environmental impacts and use of resources while maximizing our positive environmental impact
- work closely with our employees, unions, clients, suppliers and other interested parties to continually refine our work practices and operations to best practice standards
- regularly monitor and report on our environmental performance
- incorporate best practice environmental management into our core business plans and management practices, including the preparation, fitout and ongoing operation of new accommodation arrangements
- as a minimum, comply with our environmental management plans and all relevant government policy and legislation
- actively promote and encourage the adoption of ecological sustainable work practices and operations within our organisation, the Australian Public Service and the general community, especially by educating others about the outcomes of our experience
- make this policy publicly available on the DEH website.

All managers are accountable for environmental performance in their area of responsibility.

David Borthwick

Secretary

September 2004

Appendix D — Resources for sustainability reporters

An increasing number of organisations in Australia and overseas are engaged in corporate sustainability reporting. This type of reporting meets a growing demand for information about the environmental, social and economic performance of organisations. It also provides benefits to the reporting organisation. Relations with stakeholders are improved, public credibility is enhanced, and the reporting process can drive operational improvements. In addition potential investors can better assess the organisation's environmental, social and economic credentials.

DEH encourages government agencies and industry to adopt sustainability reporting and provides assistance to reporters. It helps to make the business case for sustainability reporting, develops and publishes reporting guides and provides access to other resources and reporting frameworks which can improve the quality and comparability of reports.

Resources that DEH makes available to reporters include:

- A Corporate Sustainability Reporting website:
www.deh.gov.au/industry/corporate/reporting
- A Sustainability Reporting Library that provides access to the reports and reporting history of over 350 reports from more than 100 organisations:
www.deh.gov.au/SRL
- Two reporting guides:
Triple Bottom Line Reporting in Australia: A Guide to Reporting Against Environmental Indicators – June 2003
A Framework for Public Environmental Reporting: An Australian Approach – March 2000
www.deh.gov.au/industry/corporate/reporting/publications.html
- Surveys of the sustainability reporting practices of some 500 of Australia's largest companies:
The State of Sustainability Reporting in Australia 2004
The State of Public Environmental Reporting in Corporate Australia – March 2003
www.deh.gov.au/industry/corporate/reporting/publications.html

DEH works with an international body, the Global Reporting Initiative (GRI) that aims to enhance the quality, rigour and utility of sustainability reporting. In 2002 the GRI published *Sustainability Reporting Guidelines* an internationally recognised resource for reporters. The guide and information about the GRI can be found at www.globalreporting.org. The GRI's public sector guide can be found at <http://www.globalreporting.org/guidelines/sectors/public.asp>

Appendix E — Environmental reporting units

Abbreviation	Name	Description
J	Joule	Unit of energy
KJ	Kilojoule	1000 (1 thousand) joules
MJ	Megajoule	1 000 000 (1 million) joules
GJ	Gigajoule	1000 000 000 000 (1 billion) joules
W	Watt	Unit of energy use (equivalent to 1 joule per second)
kW	Kilowatt	1000 (1 thousand) watts
kWh	Kilowatt hour	Electricity consumption that uses 3.6 MJ of energy in one hour
kg	Kilogram	A metric unit of weight
t	Tonne	1000 (1 thousand) kilograms
L	litre	A metric unit of volume (equivalent to 1000 cubic centimetres)
Kl	Kilolitre	1000 (1 thousand) litres
Ml	Megalitre	1 000 000 (1 million) litres. Equivalent to 1 cubic metre
km	kilometre	A metric unit of distance
km/h	kilometres per hour	Velocity
m ³	cubic metre	A metric unit of volume (equivalent to 1 megalitre)
ha	hectare	A metric unit of area
CO ₂	Carbon Dioxide	The most common greenhouse gas produced by human activity
tCO ₂ e	Tonnes of Carbon Dioxide equivalent	Standard measure for normalising the varying global warming impacts of different greenhouse gases
Ream	500 paper sheets	A standard measure for quantifying standard photocopying and/or printing paper. 1 ream is 500 sheets of A4, A5, A3 or any other standard sized paper

Appendix F — Abbreviations used in report

AAD	Australian Antarctic Division
AAP	Australian Antarctic Programme
ABGR	Australian Building Greenhouse Rating
ACT	Australian Capital Territory
AGO	Australian Greenhouse Office
ANAO	Australian National Audit Office
ANBG	Australian National Botanic Gardens
APS	Australian Public Service
AWA	Australian Workplace Agreement
BOMA	Building Owners and Managers Association (now the Property Council of Australia)
CMO	Chief Medical Officer
CO ₂	Carbon dioxide
DEH	Department of the Environment and Heritage
EcoNet	Environment Contact Officer Network
EMO	Energy Management Option
EMS	Environmental Management System
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
eriss	Environmental Research Institute of the Supervising Scientist
HIMI	Territory of Heard Island and the McDonald Islands
IiP	Investors in People
ISO	International Standards Organisation
NCSI	NATA Certification Services International Pty Ltd
NABERS	National Australian Built Environment Rating System
OH&S	Occupational Health and Safety
oss	Office of the Supervising Scientist
PDS	Performance and Development Scheme
RAIA	Royal Australian Institute of Architects
SSD	Supervising Scientist Division
TBL	Triple Bottom Line
WCO	Workplace Contact Officer
APS 1,2,3,4,5,6	APS Administration Officer (level) classifications
EL 1,2	APS Executive Level classifications (middle management)
SES Band 1,2,3	Senior Executive Service (level) classifications

