Triple bottom line report

Our commitment to social, environmental and economic performance
Minister’s statement

We all have an interest in promoting a fair and cohesive Australian society. Whether we operate in the business, community or government sectors, the wellbeing of our society affects us all.

Growing awareness of the interdependence between business and community interests has seen an increasing acceptance of the concept of the ‘triple bottom line’ (TBL)—that is, the need for organisations to consider economic, social and environmental outcomes, as well as shareholder value and profit. Calls for organisations to be more open, honest and transparent have also contributed to the rise in TBL reporting around the world.

Many Australian companies now understand that their employees, customers, neighbours and potential market are all a part of the community environment. They also realise that a business is more likely to succeed in a community that is vibrant and strong.

The Australian Government recognises this and understands that TBL reporting is a useful way for organisations to demonstrate their contribution to Australia’s wellbeing and prosperity. It is in this context that the Prime Minister’s Community Business Partnership is developing a voluntary national framework of TBL reporting in Australia.

In response to this national initiative the Department of Family and Community Services (FaCS) has produced this TBL report. The first of its kind for an Australian Government agency, the report looks at the internal operations of the department and performance against social, environmental and economic indicators for the 2002–03 financial year.

I am encouraged to see that FaCS is taking the lead on TBL reporting in the public sector.

Senator the Hon Amanda Vanstone
Minister for Family and Community Services
26 September 2003
## Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister's statement</td>
<td>i</td>
</tr>
<tr>
<td>Secretary's introduction</td>
<td>1</td>
</tr>
<tr>
<td>What is triple bottom line reporting?</td>
<td>3</td>
</tr>
<tr>
<td>Why FaCS is producing a TBL report</td>
<td>3</td>
</tr>
<tr>
<td>Verification</td>
<td>4</td>
</tr>
<tr>
<td>About the Department of Family and Community Services</td>
<td>4</td>
</tr>
<tr>
<td>Accountabilities</td>
<td>4</td>
</tr>
<tr>
<td>Legislation and policies</td>
<td>5</td>
</tr>
<tr>
<td>Indicators used in this report</td>
<td>6</td>
</tr>
<tr>
<td>Social indicators not reported against</td>
<td>9</td>
</tr>
<tr>
<td>Environmental indicators not reported against</td>
<td>9</td>
</tr>
<tr>
<td>FaCS TBL performance at a glance</td>
<td>10</td>
</tr>
<tr>
<td><strong>Social performance</strong></td>
<td>11</td>
</tr>
<tr>
<td>Focusing on our people</td>
<td>12</td>
</tr>
<tr>
<td>Encouraging workforce diversity</td>
<td>14</td>
</tr>
<tr>
<td>Providing capability development</td>
<td>18</td>
</tr>
<tr>
<td>Achieving work-life balance</td>
<td>20</td>
</tr>
<tr>
<td>Maintaining a healthy and safe work environment</td>
<td>24</td>
</tr>
<tr>
<td>Participating in the community</td>
<td>26</td>
</tr>
<tr>
<td><strong>Environmental performance</strong></td>
<td>29</td>
</tr>
<tr>
<td>Environmental management system</td>
<td>30</td>
</tr>
<tr>
<td>Electricity consumption</td>
<td>32</td>
</tr>
<tr>
<td>Transport</td>
<td>35</td>
</tr>
<tr>
<td>Paper consumption</td>
<td>38</td>
</tr>
<tr>
<td>Waste and recycling</td>
<td>39</td>
</tr>
<tr>
<td>Water consumption</td>
<td>41</td>
</tr>
<tr>
<td><strong>Economic performance</strong></td>
<td>43</td>
</tr>
<tr>
<td>Employees</td>
<td>44</td>
</tr>
<tr>
<td>Suppliers and contractors</td>
<td>45</td>
</tr>
<tr>
<td>Economic efficiency</td>
<td>46</td>
</tr>
<tr>
<td>Appendix A—ANAO verification statement</td>
<td>47</td>
</tr>
<tr>
<td>Appendix B—Explanations of terms used in the environmental section of the report</td>
<td>49</td>
</tr>
<tr>
<td>Appendix C—List of FaCS sites</td>
<td>50</td>
</tr>
<tr>
<td>Appendix D—List of abbreviations used in this report</td>
<td>51</td>
</tr>
</tbody>
</table>
Secretary’s introduction

Welcome to the Australian Department of Family and Community Services’ TBL report for 2002–03.

This is the first report of its kind for FaCS and, indeed, a first for any Australian Government department. It is an important first step in our long-term goal of best practice TBL performance and reporting on the department’s internal operations.

The report represents an acknowledgment that organisations are not just concerned with financial issues. Their operations have social, environmental and broader economic impacts as well.

The decision to produce this TBL report was based on two main factors.

FaCS, in its role as Secretariat to the Prime Minister’s Community Business Partnership, is one of a number of organisations working with the Partnership to develop a national TBL reporting framework for Australian business. In this context, it makes good sense for FaCS to set an example and lead the way in the public sector.

At the same time, FaCS recognises the value of TBL reporting to government agencies. For staff, it means seeing real evidence that they are part of a socially, environmentally and economically aware organisation that adheres to open and transparent reporting. For many, initiatives like the Greenhouse Challenge and the department’s commitments to helping staff achieve a work-life balance and reducing consumption and waste make FaCS a more attractive place to work.

This report uses social and environmental indicators and reporting methods suggested in A guide to reporting against social indicators currently being developed by FaCS and A guide to reporting against environmental indicators developed by the Department of Environment and Heritage. These two guides draw from the 2002 Global Reporting Initiative (GRI) guidelines.* The economic indicators used in this report are taken directly from the GRI guidelines.

In many ways reporting against the core indicators in these guides was a big challenge for FaCS. In some areas, this year’s report does not include measurements. There are obvious gaps. In the coming year FaCS will work hard to fill these gaps and to improve our performance. We will also produce future TBL reports to communicate

* The GRI is an independent institution whose mission is to develop and disseminate globally applicable sustainability reporting guidelines. The GRI is an official collaborating centre of the United Nations Environment Programme.
our progress in these areas. To this end this report makes a number of commitments and establishes several benchmarks for performance against targets in future years.

To show our commitment to the open and transparent nature of TBL reporting, we have invited the Australian National Audit Office (ANAO) to verify facts and figures contained within the report. The opinion gained from this verification process has highlighted a number of areas throughout the department that would benefit from more rigorous reporting mechanisms. This has allowed us to view these areas in a new light, and is a crucial learning step in the TBL process.

I am sure that TBL reporting, meeting the targets that go with it, and integrating this into our decision-making processes will deliver tangible and measurable benefits to FaCS, its staff and the communities in which they live.

Mark Sullivan
Secretary
Department of Family and Community Services
26 September 2003
What is triple bottom line reporting?

The triple bottom line focuses organisations on not just economic benefits but also on the environmental and social value they add and, sometimes, destroy.

At its narrowest, the term ‘triple bottom line’ is used as a framework for measuring and reporting an organisation’s performance against economic, social and environmental yardsticks.

At its broadest, the term is used to capture the whole set of issues and processes that organisations must work with to create positive economic, social and environmental value. At the same time, it means minimising any harm or damage caused by an organisation’s activities.

Achieving this involves clarity of purpose and taking account of stakeholders’ needs—the needs of shareholders, customers, employees, business partners, governments, local communities and the public.

In Australia, the pace with which organisations are voluntarily undertaking TBL reporting is growing rapidly. To aid organisations with this, the Prime Minister’s Community Business Partnership has been working on the development of a national TBL reporting framework. Consistent with this, FaCS is developing a Guide to reporting against social indicators, and the Department of Environment and Heritage has developed a Guide to reporting against environmental indicators.

The guides referred to above draw from the 2002 Global Reporting Initiative (GRI) guidelines, and provide an Australian context for reporting. The GRI is an independent institution whose mission is to develop and disseminate globally applicable sustainability reporting guidelines.

Why FaCS is producing a TBL report

FaCS develops and implements policies that promote the wellbeing of individuals, families and communities. We recognise that our contribution can and should extend beyond our policies to the way we do business. This recognition is reflected in how we work within the organisation and in the relationships and partnerships we have with our clients, service providers and stakeholders.

By taking responsibility for our social, environmental and economic outcomes, we can better achieve our goal of ‘a fair and cohesive Australian society’ and our three outcomes, which are Families Are Strong, Communities Are Strong, and Individuals Reach Their Potential.

This is FaCS’ first TBL report. It reflects our commitment to encouraging business to take a TBL approach. As the first TBL report for FaCS, it provides a baseline against which we will measure future performance.

The department recognises there is still a lot of work to do in defining key issues, developing measurement and reporting systems, and integrating the TBL into our everyday business. Nevertheless, we see this report as a positive first step for our organisation.
Verification

This report has been verified by the Australian National Audit Office (ANAO) based on agreed terms of reference. Throughout the report you will notice two symbols. The symbol ▲ denotes data selected by the ANAO which was successfully verified. The symbol ● denotes data selected by the ANAO which they were unable to verify.

About the Department of Family and Community Services

The Australian Government’s Family and Community Services portfolio covers a broad range of social policy issues affecting Australian society and the living standards of Australian families, communities and individuals.

The portfolio consists of:

- the Department of Family and Community Services (FaCS) which incorporates the Child Support Agency (CSA). The resources needed to support the operations of the Social Security Appeals Tribunal (SSAT) are also provided through FaCS
- Centrelink—which delivers income support payments and services on behalf of FaCS
- the Australian Institute of Family Studies—a research and information agency, established to promote the identification and understanding of factors affecting marital and family stability in Australia.

Note: This TBL report looks at the operations and performance of the department only—including the CSA but excluding the SSAT.

The report is based on the internal operations of FaCS for the 2002–03 financial year. In most cases, the report covers all geographic locations of FaCS and the CSA.

The report does not touch on the outcomes or policies and programs that FaCS delivers on behalf of government. For information on these, see our 2002–03 annual report at www.facs.gov.au/annual report.

Accountabilities


One important way we meet accountability requirements is to publish an annual report, which is compulsory under the Public Service Act. The FaCS annual report covers the whole range of our operations and functions. For further details about FaCS please refer to the 2002–03 annual report, or visit our website at www.facs.gov.au/annual report.
Legislation and policies

In conducting our internal operations, FaCS deals with social, environmental and economic issues through legislation we comply with and through our organisational policies.

In relation to social issues, we are governed by many Acts, including:

- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Workplace Relations Act 1996.

We also deal with social issues through our diversity plan, a commitment to Indigenous recruitment and retention, and various initiatives included in our certified agreements.

On environmental issues, FaCS reports performance against the *Environmental Protection and Biodiversity Conservation Act 1999*. We also have an environmental policy, designed to integrate environmental management into daily operations.

Our financial management arrangements incorporate the economic aspects of TBL reporting. This includes accountability under the *Financial Management and Accountability Act 1997* and the Risk Assessment and Audit Committee, which reports directly to the Secretary on financial and governance issues.
Indicators used in this report

The indicators chosen for reporting against are drawn from three guides to TBL reporting.

We used *A guide to reporting against social indicators* currently being developed by FaCS and *A guide to reporting against environmental indicators* developed by the Department of Environment and Heritage. These are designed to help Australian organisations select, adapt and report against relevant social and environmental indicators included in the 2002 Global Reporting Initiative (GRI) *Sustainability reporting guidelines*.

Our economic performance is reported against relevant indicators taken directly from the GRI guidelines.

<table>
<thead>
<tr>
<th>GRI REFERENCE</th>
<th>INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA 1</td>
<td>Geographical breakdown of workforce by status, employment type, and employment contract</td>
</tr>
<tr>
<td>LA 2</td>
<td>Employment net creation and average turnover</td>
</tr>
<tr>
<td>LA 7</td>
<td>Standard injury, lost day and absentee rates, and the number of work related fatalities</td>
</tr>
<tr>
<td>LA 12</td>
<td>Employee benefits beyond those legally mandated</td>
</tr>
<tr>
<td>LA 9</td>
<td>Average hours of training per year per employee by category of employee</td>
</tr>
<tr>
<td>LA 16</td>
<td>Existence of program to support the continued employability of employees and manage career endings</td>
</tr>
<tr>
<td>LA 10</td>
<td>Description of equal opportunity policies or program, as well as monitoring systems to ensure compliance</td>
</tr>
<tr>
<td>LA 11</td>
<td>Composition of senior management and corporate governance bodies, including female/male ratio and other indicators of diversity as culturally appropriate</td>
</tr>
<tr>
<td>GRI REFERENCE</td>
<td>INDICATOR</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td><strong>Human rights strategy and management</strong></td>
<td></td>
</tr>
<tr>
<td>HR 1</td>
<td>Description of policies, guidelines, corporate structure and procedures to deal with all aspects of human rights relevant to the reporter’s operations, including monitoring mechanisms and results</td>
</tr>
<tr>
<td>HR 2</td>
<td>Evidence of consideration of human rights impacts on part of reporter’s operational investment and procurement decisions, including selection of suppliers/contractors</td>
</tr>
<tr>
<td><strong>Human rights—freedom of association and collective bargaining</strong></td>
<td></td>
</tr>
<tr>
<td>HR 4</td>
<td>Description of freedom of association policy and extent to which this policy is universally applied independent of local laws, as well as description of procedures/program to address the issue</td>
</tr>
<tr>
<td><strong>Human rights—Indigenous rights</strong></td>
<td></td>
</tr>
<tr>
<td>HR 12</td>
<td>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 currently operates or intends to operate</td>
</tr>
<tr>
<td><strong>Society—community</strong></td>
<td></td>
</tr>
<tr>
<td>SO 1</td>
<td>Description of policies to manage impact on communities in areas affected by the reporting organisation’s activities</td>
</tr>
<tr>
<td><strong>Society—political contributions</strong></td>
<td></td>
</tr>
<tr>
<td>SO5</td>
<td>Amount of money paid to political parties and institutions whose prime function is to fund political parties and their candidates</td>
</tr>
<tr>
<td><strong>Product responsibility—customer health and safety</strong></td>
<td></td>
</tr>
<tr>
<td>PR 1</td>
<td>Description of policy for preserving customer health and safety during use of reporting organisation’s products and services, and extent to which this policy is visibly stated and applied</td>
</tr>
</tbody>
</table>
## Environmental indicators

<table>
<thead>
<tr>
<th>GRI REFERENCE</th>
<th>INDICATOR</th>
<th>PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management 1</td>
<td>Environment Management System conformance</td>
<td>30</td>
</tr>
<tr>
<td>Management 2</td>
<td>Environmental performance improvement process</td>
<td>30</td>
</tr>
<tr>
<td>Management 3</td>
<td>Integration of environment with other business management systems</td>
<td>31</td>
</tr>
<tr>
<td>Energy 1</td>
<td>Direct energy use</td>
<td>33 and 35</td>
</tr>
<tr>
<td>Greenhouse 1</td>
<td>Total greenhouse gas emissions</td>
<td>33 and 35</td>
</tr>
<tr>
<td>Water 1</td>
<td>Total water use</td>
<td>41</td>
</tr>
<tr>
<td>Materials 1</td>
<td>Total materials used</td>
<td>39</td>
</tr>
<tr>
<td>Waste 1</td>
<td>Total amount of solid waste by type and destination</td>
<td>39</td>
</tr>
<tr>
<td>Waste 2</td>
<td>Total amount of hazardous waste produced</td>
<td>Not reported</td>
</tr>
<tr>
<td>Emissions 1</td>
<td>Significant emissions to air and land</td>
<td>Not reported</td>
</tr>
<tr>
<td>Emissions 2</td>
<td>Significant discharges to water by discharge type</td>
<td>Not reported</td>
</tr>
<tr>
<td>Biodiversity 1</td>
<td>Location and size of land and water owned, leased or managed in biodiversity-rich or ecologically-significant habitat areas</td>
<td>Not reported</td>
</tr>
<tr>
<td>Biodiversity 2</td>
<td>Major impacts on land, water and biodiversity associated with an organisation's activities, products and services</td>
<td>Not reported</td>
</tr>
<tr>
<td>Ozone depleting substances 1</td>
<td>Ozone depleting substances’ emissions</td>
<td>Not reported</td>
</tr>
<tr>
<td>Products and services 1</td>
<td>Describe where relevant, major environmental impacts at each stage of the life cycle of principal products and services</td>
<td>Not reported</td>
</tr>
<tr>
<td>Products and services 2</td>
<td>Product and service stewardship initiatives, including efforts to improve product design and lessen impacts associated with manufacturing use and disposal</td>
<td>Not reported</td>
</tr>
<tr>
<td>Compliance 1</td>
<td>Incidences and penalties for non-compliance with applicable laws</td>
<td>Not reported</td>
</tr>
<tr>
<td>Compliance 2</td>
<td>Significant spills of chemicals, oils and fuels, in terms of total number and total volume</td>
<td>Not reported</td>
</tr>
</tbody>
</table>
### Economic indicators

<table>
<thead>
<tr>
<th>GRI REFERENCE</th>
<th>INDICATOR</th>
<th>PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC 3</td>
<td>Cost of all goods, materials and services purchased</td>
<td>45</td>
</tr>
<tr>
<td>EC 4</td>
<td>Percentage of contracts that were paid in accordance with agreed terms, excluding agreed penalty arrangements</td>
<td>45</td>
</tr>
<tr>
<td>EC 11</td>
<td>Supplier breakdown by organisation and country</td>
<td>45</td>
</tr>
<tr>
<td>EC 5</td>
<td>Total payroll benefits (including wages, pension, other benefits and redundancy payments) broken down by country or region</td>
<td>44</td>
</tr>
</tbody>
</table>

### Social indicators not reported against

**Human Rights—strategy and management (HR 1 and HR 2)**

The principles contained in these indicators are implicit in the legislative requirements that FaCS complies with.

**Human Rights—freedom of association and collective bargaining (HR 4)**

The principles of freedom of association and collective bargaining are implicit in the *Workplace Relations Act 1996* and the *Public Service Act 1999* which FaCS complies with.

**Society—political contributions (SO 5)**

Government agencies cannot make political donations/contributions.

**Product responsibility—customer health and safety (PR 1)**

FaCS does not manufacture or sell consumer products to customers.

### Environmental indicators not reported against

We do not produce any significant emissions, own or manage biodiversity-rich land or water, produce significant ozone-depleting substances or manufacture products.
FaCS TBL performance at a glance

Social

- Provisions made for staff to adopt flexible working arrangements and a healthy work-life balance—including maternity leave, part-time work arrangements, flexible hours, adoption leave, and a work-life balance information and referral service.
- Indigenous recruitment and retention strategy in place to increase the proportion of FaCS Indigenous staff.
- Award won (jointly with IBM) in the large business category of the prestigious Australian Chamber of Commerce and Industry Work and Family Awards.
- Silver Prime Minister’s Award for Excellence in Public Sector Management won by the CSA.

Environmental

- Environmental policy endorsed, committing FaCS to integrating sustainability and environmental accountability into daily operations.
- Greenhouse Challenge entered into, which involves undertaking voluntary, cost-effective measures to abate greenhouse gas emissions.
- Environmental management system being implemented.
- Hybrid electric/petrol car trialled and consideration being given to leasing one as part of the FaCS vehicle fleet.

Economic

- 4,932 staff employed across Australia in state/territory capital city offices and in a number of rural and regional areas.
- $265.2 million paid in salary and wages in 2002–03.
- $167.9 million worth of goods and services purchased in 2002–03.

Employee profile

During 2002–03, the typical FaCS employee:

- was aged between 30–34 years
- was female
- was from an English-speaking background
- worked as an administrative officer
- worked full-time
- was paid around $53,673
- used 36 sheets of paper a day
- produced from a year’s work 2.65 tonnes of greenhouse gas emissions.
In the past decade, the environment of the Australian Public Service (APS) has changed in many ways. It is now more accountable, focuses clearly on outcomes, and there are moves towards greater contestability and competitiveness. During that time APS approaches to people management have changed significantly.

FaCS recognises that the capability, diversity and health of our people is a priority. We need to build our people’s skills and capabilities, support our managers and employees to achieve FaCS’ outcomes, and plan for our future workforce.

FaCS values and supports its people. We implement and promote initiatives that give employees opportunities to spend more time with their families, work flexible hours, or take on volunteer work in their communities.

This section provides an overview of our social performance for the 2002–03 year.
Focusing on our people

The indicators reported against in this section are:

| LA 1 | Geographical breakdown of workforce by status, employment type, and employment contract |
| LA 2 | Employment net creation and average turnover |
| LA 16 | Existence of program to support the continued employability of employees and manage career endings |

At 30 June 2003, FaCS had 4,932 employees. Of these employees, 161 were temporary or non-on-going. Compared to the APS average of 9.4 per cent for 2001–02, 12.4 per cent of the FaCS workforce worked part-time in 2002–03 (see Figure 1).

*Figure 1: Working arrangements at 30 June 2003 — full-time, part-time and temporary*

In 2002–03, the FaCS employee turnover rate was 14.7 per cent. The number of employees in FaCS increased by 546 over the reporting period.

The Child Support Agency had a high separation rate due to transfers and promotions of staff to other APS agencies. To aid in staff retention, the agency is reviewing its work practices and advancement opportunities.

*Figure 2: FaCS workforce by classification level at 30 June 2003*
FaCS has a spread of employees across levels of senior management, middle management and administrative officers (see Figure 2). Administrative officers are involved in the complete range of our work. Duties include policy writing/advising, corporate support, service delivery, community liaison, research and evaluation, and program management. In Figure 2, the category ‘other’ includes graduates, legal officers, public affairs officers and cadets.

Figure 3 shows the ageing of our workforce. The age profile indicates that if 60 per cent of eligible staff retired at age 55 or over in the next five years, this would account for around 10 per cent of our total staff. This represents a significant challenge for FaCS.

Challenges
In 2002, we defined our approach to workforce planning and went through intensive consultations, scenario planning, data collection and analysis to identify our current and future workforce needs. Analysis has highlighted areas that we need to focus on, such as:

- the number of employees in the age cohort that may retire in the next five years and the future capability required for our organisation
- our turnover rate, which could lead to gaps in our knowledge and client service bases.

In responding to these workforce issues, FaCS has developed a number of initiatives, which include:

- developing an Older Workers Strategy that will focus on retaining highly experienced and skilled people in our workforce
- establishing a regular workforce planning cycle
- improving our strategies to bridge capability gaps.
COMMITMENTS

In 2003–04 FaCS will respond to the challenges outlined above, by focusing on:

- integrating workforce planning with business planning to ensure we have the right people in the right place at the right time to meet our business demands
- introducing a Human Resource Information System to give us accurate trend data about our workforce
- implementing a targeted recruitment and development strategy so that we take a strategic approach to attracting, recruiting, developing and retaining effective people. We will specifically target:
  - policy development officers
  - policy analysts
  - project/contract officers
  - public administration officers/trainees
  - entry-level client service officers.

Encouraging workforce diversity

The indicators reported against in this section are:

<table>
<thead>
<tr>
<th>LA 10</th>
<th>Description of equal opportunity policies or program, as well as monitoring systems to ensure compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA 11</td>
<td>Composition of senior management and corporate governance bodies, including female/male ratio and other indicators of diversity as culturally appropriate</td>
</tr>
<tr>
<td>HR 12</td>
<td>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 currently operates or intends to operate</td>
</tr>
</tbody>
</table>

FaCS understands that diversity is about moving beyond the traditional concept of equal employment opportunity (EEO) that protects individuals from discrimination, to recognising the competitive benefits of maintaining and encouraging diversity in the workforce.

Our commitment to diversity helps us achieve excellence in policy development, program management and client service by focusing on diversity principles in:

- recruitment and retention
- leadership and teamwork
- work-life balance.
Specific diversity initiatives include:

- providing diversity resources, information, support and advice to managers and employees

- support for:
  - Indigenous Officers Network
  - Diversity Contact Officer Network
  - Harassment Contact Officer Network
  - Disability Stakeholder Group

- offering support, advice and assistance to managers and employees who have an injury, illness or disability, including users of ‘assistive technology’, such as voice recognition technology and screen readers

- launching a *Guide to a workplace free of harassment*, which includes online learning.

FaCS also encourages recognition of diversity by celebrating events such as International Women’s Day, International Day of People with a Disability, Harmony Day, NAIDOC Week, and Reconciliation Week.

Each year, FaCS is required to report our diversity profile to the Australia Public Service Commission. The commission uses this and other APS data on diversity to compile its *State of the Service report*. Table 1, pg 16, shows the percentage of FaCS staff that are women, and the percentage of staff who have identified as Indigenous, people with disabilities, or people from diverse cultural and linguistic backgrounds.

*Secretary Mark Sullivan and FaCS staff celebrate harmony day*
TAKING LEAVE FOR RECONCILIATION

Case Study

‘The provision of cultural leave allowed me to take my two daughters to the inaugural ACT schools reconciliation day. The day was held to tackle the issue of racism within the school system, and to improve the self-esteem of Indigenous students. My daughters had a great day, and I am pleased that FaCS allows staff the opportunity to do such things with their families during work hours.’

Thomise Mudford—FaCS National Office

Table 1: FaCS staff by diversity category as at 30 June 2003

<table>
<thead>
<tr>
<th>Diversity category</th>
<th>Number</th>
<th>Percentage</th>
<th>APS averages for 2001–02</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>3466</td>
<td>70.2</td>
<td>51.9</td>
</tr>
<tr>
<td>Indigenous</td>
<td>28</td>
<td>0.6</td>
<td>2.4</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>95</td>
<td>1.9</td>
<td>3.6</td>
</tr>
<tr>
<td>People from diverse cultural and linguistic backgrounds</td>
<td>172</td>
<td>3.5</td>
<td>9.6</td>
</tr>
</tbody>
</table>

The following sections show some of the initiatives FaCS is undertaking to increase the representation of some of the diversity categories among our staff.

Support for women

Representation of women in FaCS is quite high with the ratio of females to males being 2.36:1. FaCS has 57 senior executive positions. Females occupy 29—or 51 per cent—of these positions, compared to an APS average for 2001–02 of 28.4 per cent.

Support for Indigenous people

FaCS has launched a statement of commitment to our Indigenous clients and staff and through them, to all Indigenous Australians. Flowing from the statement is the FaCS Indigenous recruitment and retention strategy.

Implementing the strategy is a priority for 2003–04. We aim to increase the representation of Indigenous staff from 0.5 per cent to 2.5 per cent within the life of the strategy—that is, by July 2005.

FaCS also demonstrates its commitment to Indigenous staff and staff from other cultural backgrounds by offering ‘cultural’ leave. All staff can take cultural leave to attend activities associated with their culture or ethnicity.
Support for employees with disabilities

As part of our commitment to employees with disabilities, FaCS employs a Disability Access Coordinator. The coordinator’s job is to influence our corporate policy to ensure disability issues are considered and that the principles of reasonable adjustment, access and equity are maintained.

As at 30 June 2003, FaCS had 28 staff who use assistive technology at work. Assistive technology is computer software that enables people with injuries and illnesses to perform their work duties. Most use voice recognition software, and one uses a screen enhancer/reader.

A high-level management group looks at the broader strategic issues of assistive technology in FaCS—for example, the interaction of assistive technology products with other products. As well, we are developing a set of procedures to ensure that all our software applications are compatible with the assistive technology used by employees.

COMMITMENTS

FaCS recognises that there are a number of workforce diversity areas that need to be addressed. Over the next year FaCS will:

- implement the Indigenous recruitment and retention strategy and evaluate its impact
- establish a Diversity Council to promote diversity at senior levels of the department. We also plan to review the council’s role after one year of operation
- encourage eligible staff to take cultural leave and track and evaluate its use

In the coming year we will also attend to the representation of diversity categories in our workforce with a view to making them align closer with APS averages by 2005.
Providing capability development

The indicator reported against in this section is:

| LA 9 | Average hours of training per year per employee by category of employee |

Apart from building the future workforce, the capabilities of our current workforce and our performance management system are crucial to FaCS achieving its outcomes.

People capabilities—learning and development

FaCS' learning and development policies and practices allow all staff to access relevant internal and external training. We provide staff with information on courses through training databases in place within FaCS. These databases list a wide range of courses available on many topics that are valuable for individual and organisational capabilities.

Based on courses undertaken and recorded on these databases, the average amount of training hours per employee for the 2002–03 year was 35.4 hours.

We also offer employees support with study through Studies Assistance. This can include reimbursement for study fees and study and examination leave. In 2002–03, 219 staff received Studies Assistance.

To ensure that individual capabilities match the needs of the organisation, FaCS is seeking to develop stronger core staff skills and capabilities in:

- understanding of our business environment
- contract management
- project management
- policy expertise
- partnership capability and relationship management
- quality client service
- financial management.

We are targeting learning and development opportunities in the range of skill areas listed above as a result of workforce planning undertaken in the 2002–03 period.
Graduate recruitment

In 2002–03, the department recruited 43 graduates with degrees in the areas of economics, law, the arts and sciences. The graduates have three rotations throughout the department, including the chance to work in a state, territory or regional office. This year, they were also involved in outbound activities, such as visits to Centrelink customer service offices and call centres.

The program gives graduates a well-rounded view of the department and its major service provider, Centrelink. All graduates participated in comprehensive development programs, incorporating off-the-job workshops and seminars, as well as on-the-job training and mentoring.

Silver Award for People Development

In 2002, the Child Support Agency was awarded a silver Prime Minister’s Award for Excellence in Public Sector Management for their strategy People development: Aligning culture and capabilities with vision.

The strategy represents a major investment in staff training and skills development, particularly in phone skills, relationship management, and leadership and team leader management skills.

The strategy includes:

- an 8 to 10 week entry-level program for all staff
- 100 team coaches to support staff in their day-to-day business dealings with clients
- a requirement for all staff to meet with their managers and develop ’employee portfolios’ and six-month development plans. In 2002, over 94 per cent of CSA staff completed their portfolios and plans.

The Prime Minister’s Award recognised the CSA for its persistence in building integrated people development strategies throughout the business, and for achieving increased organisational capability and improved client service.
Performance management system

The FaCS performance management system is a key tool in developing the capability of our people. Under the system, employees develop an individual performance management agreement with their supervisor. The agreement sets out performance targets and focuses on the current and future development and capability needs of the employee.

Performance agreements are reviewed by staff and their supervisor on a regular basis, including formal reviews every six months.

■ COMMITMENTS

Over the 2003–04 year FaCS will:

- develop a greater match between individual capabilities and FaCS’ capability needs
- take a more strategic approach to developing staff capability
- implement the Older Workers’ Strategy, which recognises that retaining experienced staff is an important element of an organisation’s overall capability.

Achieving work-life balance

The indicators reported against in this section are:

| LA 7  | Standard injury, lost day and absentee rates, and the number of work related fatalities |
| LA 12 | Employee benefits beyond those legally mandated |

FaCS is committed to ensuring staff have access to healthy, safe, flexible and family-friendly work environments. In particular, we are helping staff find the right balance between their work, their families and other commitments outside FaCS.

Workplace agreements

In 2002–03, we had two certified agreements in operation—one that applied to FaCS ‘core’ staff, and one for CSA staff.

As well, a number of employees had Australian Workplace Agreements (AWAs). These are made in line with government policy for employers and employees to directly negotiate conditions of employment. Agreements are offered to all senior executive staff. In response to retention issues, AWAs are also negotiated with some high-performing staff. In 2002–03, 156 of our staff had AWAs—49 senior executives and 107 non-senior executive staff agreements.

Since 1997, FaCS and the CSA have had a total of four certified agreements. All were negotiated after extensive consultations with staff and with the Community and Public Sector Union. Between 90 and 95 per cent of staff voted ‘yes’ on the agreements.
Family-friendly and other provisions
The most recent certified agreements focus particularly on balancing family-friendly conditions and competitive salaries.

WINNING RECOGNITION AND TOP RANKING

Department of Family and Community Services
This year FaCS achieved a first for the public sector as the joint winner of a prestigious Australian Chamber of Commerce and Industry Work and Family Award.
Together with IBM, we won the Large Business Category award for helping staff achieve a work-life balance.
We were judged on ‘real life’ success stories and several work-life balance initiatives, including:
◗ generous family-friendly leave provisions (including personal, maternity/paternity and adoption leave)
◗ family care rooms
◗ gym facilities
◗ a Disability Access Coordinator position
◗ ‘Learning at Lunch’ seminars, most recently on topics such as balancing work and life, and coping with the Canberra bushfires.

Child Support Agency
Being ranked in the top 25 of 205 Australian companies by the Work/Life Balance Organisation was a major highlight for the CSA this year.

Secretary Mark Sullivan and FaCS staff accepting work-life balance award from Tony Abbott, Minister for Employment and Workplace Relations
Provisions in certified agreements and AWAs that promote and encourage flexible working arrangements and work-life balance include:

- part-time work arrangements
- career breaks, such as sabbatical leave
- paid time off for extra hours worked
- flexible working hours, negotiated by employees
- flexible personal leave, including carer’s leave
- paid maternity leave (12 weeks), including access to part-time employment on return to work
- paid adoption leave (12 weeks, non-gender-specific)
- parental leave (52 weeks, non-gender-specific)
- family-friendly meeting times for senior executives (9.30 am start)
- purchased leave arrangements
- family support rooms
- a free work-life balance information and referral service
- a dedicated Work-life Diversity Team and a network of Work-life Diversity Contact Officers.

FaCS family support room
Leave arrangements and family support

Purchased leave helps staff to achieve a work-life balance by offering up to an additional four weeks leave per year. The ‘payment’ for this leave comes from fortnightly pay deductions spread across a full year. In 2002–03, 219 employees used the purchased leave provision.

We also have a paid maternity leave provision which allows for 12 weeks paid leave for staff that have just had children. The provision is also coupled with access to part-time work hours upon return to work. In 2002–03 185 employees used the paid maternity leave provision.

Our employees have access to up to 20 sick leave days per year. For the 2002–03 year the average number of sick days per employee was 8.71.

FaCS employees also have access to family support rooms in several FaCS locations. These rooms are quiet rooms with networked facilities and child care equipment. They are used for a number of purposes such as to care for a sick child, breastfeed, pray, or self-administer insulin.

FLEXIBLE WORK ARRANGEMENTS

‘I have worked as an outposted officer based in Brisbane since FaCS began in 1998. As well as working full-time I have looked after street kids in my home and been heavily involved in managing and developing various community organisations in Queensland. During this time I have also been through some very personally harrowing experiences.

FaCS managers have all proved to be greatly supportive. They have accommodated my family and community responsibilities by negotiating work I can do from home, and by trusting me to manage my time so that I can fulfill both my paid work and voluntary work commitments.

FaCS has been more than a workplace for me—it has been a family and a community too.’

Suzi Lodder—Indigenous Policy Branch
COMMITMENTS

In 2003–04 FaCS will:

- undertake a staff survey to establish employee views on the work climate of FaCS and to identify areas for improvement
- review the utilisation of certified agreement provisions with the aim of targeting areas to encourage increased use.

Maintaining a healthy and safe work environment

The indicator reported against in this section is:

<table>
<thead>
<tr>
<th></th>
<th>Standard injury, lost day and absentee rates, and the number of work related fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA 7</td>
<td></td>
</tr>
</tbody>
</table>

FaCS recognises wellbeing at work is a strong factor in achieving a healthy work-life balance. In 2002–03, FaCS continued to take a prevention and early intervention approach to maintaining employee wellbeing.

Occupational health and safety

FaCS occupational health and safety (OHS) policies and infrastructure ensure regular consultations with employees about workplace health and safety issues. Health and safety committees operate throughout our state, territory and regional office network and staff training covers health and safety responsibilities.

Staff using the gym in FaCS National Office
Initiatives that help to improve employee wellbeing include:

- employee Assistance Program—provides a free, confidential, independent, counselling service
- workstation Assessment Program—offers ergonomic assessments of workstations
- workplace Health Lending Library—lends mouse and key technologies and distributes health-related materials to staff who need them
- influenza vaccinations—provides a free, voluntary annual vaccination program
- learning at Lunch Program—organises free seminars focusing on work and life issues
- user-pays seated massages—gives staff access to a qualified massage therapist during working hours
- good Health initiative—offers $100 reimbursement to employees who pay to participate in healthy activities. To date, 1 114 staff have claimed the $100.

Return to work after illness or injury

Early and sustained return to work following injury or illness is a key priority for FaCS. Whether or not the injury or illness is work-related, FaCS works in partnership with rehabilitation providers, medical practitioners and managers to ensure employees make a successful return to work.

Compensation claims

In the past year, FaCS’ overall compensation performance has deteriorated because of an increase in the number of claims. While our policy advice area made fewer claims, the service delivery areas made more. This has led to an increase in the department’s compensation premium.

The compensation premium is calculated on the number of claims and weeks lost during an ‘experience year’. The experience year runs from 1 March to 28 February. The data in this report has been calculated based on the 2002–03 financial year period.

<table>
<thead>
<tr>
<th>Table 2: Total Claims and time lost for the 2002–03 year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total claims</td>
</tr>
<tr>
<td>Total injury weeks lost</td>
</tr>
</tbody>
</table>
Total claims includes incidents that occurred throughout the 2002–03 year for which a claim was lodged and accepted. Claims covers a range of different injuries and illness including:

- sprains and strains
- occupational overuse syndrome
- stress
- back injuries.

The total injury weeks lost is the total amount of time that employees had to take off work as a result of the injuries or illness sustained in relation to the claim.

### COMMITMENTS

In recognition of the importance of our employees’ health and wellbeing, FaCS will:

- promote wellbeing and preventive programs
- establish wellbeing programs in the state and territory offices
- publicise the provisions in the certified agreements that relate to wellbeing
- ensure injured or sick employees can make an early and sustained return to work, when possible
- build on strategies to prevent harassment and bullying in the workplace
- develop an integrated policy framework for all risk management policies, including OHS and security
- introduce an online compliance training module for OHS and security
- implement ongoing prevention initiatives, targeting slips, trips and falls.

### Participating in the community

The indicator reported against in this section is:

| SO 1 | Description of policies to manage impact on communities in areas affected by the reporting organisation’s activities |

FaCS has a strong commitment to staff involvement in corporate volunteering. During the International Year of Volunteers in 2001, we started to develop an evidence base for a corporate volunteering program. This included an all-staff survey, focus groups, best-practice research and discussions with corporations with experience in supporting staff volunteering.
Our 2002–2005 Certified Agreement built on this and included a specific clause on volunteering for FaCS staff.

To help staff participate in corporate volunteering, work is under way to develop staff volunteering guidelines and a corporate volunteering kit. We also support volunteering by advertising volunteering opportunities on corporate discussion databases and a FaCS volunteering intranet site. The site includes information for potential volunteers, contact details, volunteer stories and other information.

Staff can also have regular donations to a charity of their choice deducted from their pay.

**Examples of our corporate volunteering activities during 2002–03 included:**

- Hartley Life Cycle Challenge—A team of FaCS cyclists completed the 440-kilometre cycle challenge from Canberra to the summit of Mt Kosciusko, raising more than $3 200 for Hartley Lifecare.

- Sri Chimnoy Triathlon—A team of FaCS employees participated in the 150-kilometre Sri Chimnoy Triathlon on 24 November 2002, raising more than $2 000 for the Smith Family’s ‘learning for life’ program.

- Volunteer activities—14 volunteers from the Community Branch of our national office visited a local nursing home and helped out with a range of different tasks, including cleaning wheel chairs.
In January 2003, the Canberra bush fires directly affected many people working in a range of local organisations. Among them were staff from Volunteering ACT, who fought against the fires to save their own houses and families.

In the days following the fires, a number of FaCS staff stepped in to work directly with Volunteering ACT in the suburbs of Belconnen. This involved coordinating offers of help and directing assistance to areas of high demand. FaCS volunteers also worked on the organisation’s web site and developed a special volunteer referral form.

Many FaCS staff were also given special leave to collect clothes, food and other goods for people affected by the fires who were sheltering in evacuation centres across the city.

While the volunteer workers brought much-needed relief to the affected families, FaCS staff say it was the strong community spirit and tremendous generosity that really made the big difference in the aftermath of the Canberra fires.

**COMMITMENT**

In 2003–04 FaCS will review the number of staff who have used the corporate volunteering provision and target ways to increase its use.
FaCS is committed to understanding and improving the environmental performance of our operations.

Table 3 provides an overview of the environmental performance for 2002–03. Our environmental performance covers 17 sites and 1,932 employees.

<table>
<thead>
<tr>
<th>Table 3: Overview of environmental performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy use</td>
</tr>
<tr>
<td>23,930,380 MJ</td>
</tr>
<tr>
<td>12,386 MJ/employee</td>
</tr>
</tbody>
</table>

| Greenhouse emissions                         |
| 5,123 tCO₂-e                                |
| 2.65 tCO₂-e/employee                       |

| Paper consumption                            |
| 87.6 tonnes                                 |
| 45.3 kg/employee                            |
| 33,683 reams                                |
| 17.4 reams/ employee                        |

| Volume of waste produced                    |
| Not currently known                         |

| Recycling undertaken                        |
| Not currently known                         |

| Water consumed                              |
| Not currently known                         |

Reviewing our environmental performance for 2002–03 highlighted several areas where we make the most impact and where we need to focus future work:

- electricity consumption
- transport
- paper consumption
- waste
- recycling
- water consumption.
Environmental management system

The indicators reported against in this section are:

<table>
<thead>
<tr>
<th>Management 1</th>
<th>Environment Management System conformance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management 2</td>
<td>Environmental performance improvement process</td>
</tr>
<tr>
<td>Management 3</td>
<td>Integration of environment with other business management systems</td>
</tr>
</tbody>
</table>

As a key step in improving our environmental performance, FaCS is currently in the process of rolling out an environmental management system (EMS).

The systems and processes we are putting in place conform to the internationally recognised International Organisation for Standardisation (ISO) 14001 standard and specifications.

Initially, we aim to receive EMS certification in 2003–04 for two sites—Juliana House in Canberra and the Child Support Agency premises in Newcastle. In the next few years we plan to achieve certification for our other sites.

Environmental performance improvement process

In April 2003, FaCS management endorsed an environmental policy that commits us to integrating sustainability and environmental accountability in our daily operations by:

- seeking to minimise adverse environmental impacts from all our operations
- adhering to all Commonwealth environmental legislation, policies and initiatives
- working continuously to improve our environmental performance.

The environmental policy means we will implement and maintain an EMS to ISO 14001 requirements. This involves:

- improving purchasing practices to reflect environmental sustainability
- reducing waste output and adopting recycling practices
- monitoring energy use and implementing an energy management plan
- reducing water consumption
- educating and motivating staff to participate in and contribute to environmental management initiatives and actions.
Integrating environmental performance with other business management systems

FaCS’ environmental policy also reflects our aim to better integrate environmental performance within business management systems. Our participation in the Greenhouse Challenge is one example of how we can achieve this integration.

In May 2003 the Secretary of FaCS notified the Minister for the Environment and Heritage that FaCS would participate in the Greenhouse Challenge program.

A voluntary initiative run through the Australian Greenhouse Office, the Challenge is designed to help organisations understand, measure and reduce their greenhouse gas emissions.

As a Greenhouse Challenge member FaCS will enter a cooperative agreement with the Australian Greenhouse Office to take voluntary cost-effective measures to abate greenhouse gas emissions.

For FaCS, the main focus is on electricity consumption, transport and waste. While reducing emissions in these areas is good for the environment, it could also lead to future, significant cost savings for the department.

By entering into the cooperative agreement FaCS is publicly committing to:

- integrating Greenhouse Challenge commitments and action into the everyday business of the department
- preparing an inventory of relevant greenhouse emissions
- developing an action plan that identifies opportunities to abate greenhouse emissions
- measuring emission intensity through specific key performance indicators
- reporting via an emissions inventory each year that includes significant abatement actions and updated performance data
- accepting that the organisation may be independently verified.
Further action FaCS will undertake in 2003–04 to integrate the environment with business management systems includes:

- adopting environmental procurement guidelines currently being developed for the Australian Government
- building environmental data and performance requirements into tender, contracting and leasing arrangements
- assisting in the development of Australian Government operations environment policy and guidelines.

Electricity consumption

The indicators reported against in this report are:

<table>
<thead>
<tr>
<th>Energy 1</th>
<th>Direct energy use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse 1</td>
<td>Total greenhouse gas emissions</td>
</tr>
</tbody>
</table>

As with many Australian Government agencies, the greatest impact that FaCS operations have on the environment is energy use and greenhouse emissions that result from electricity consumption.

We are required to report ‘Office – Tenant Light and Power’ electricity consumption data to the Department of Industry, Tourism and Resources (DITR) for inclusion in DITR’s *Energy Use in Commonwealth Operations* annual report. ‘Office – Tenant Light and Power’ includes electricity used to operate lighting and equipment such as computers, printers and photocopiers. For the latest edition of *Energy Use in Commonwealth Operations*, visit DITR’s web site at www.industry.gov.au.

We report ‘Office – Tenant Light and Power’ consumption for 16 sites to DITR (as listed below).

FaCS sites for which ‘Office – Tenant Light and Power’ electricity consumption data is reported to the Department of Industry, Tourism and Resources

<table>
<thead>
<tr>
<th>Location</th>
<th>FaCS Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide—FaCS SA State Office</td>
<td></td>
</tr>
<tr>
<td>Brisbane—FaCS Qld State Office</td>
<td></td>
</tr>
<tr>
<td>Canberra—FaCS ACT State Office</td>
<td></td>
</tr>
<tr>
<td>Darwin—FaCS NT State Office</td>
<td></td>
</tr>
<tr>
<td>Hobart—FaCS Tas State Office</td>
<td></td>
</tr>
<tr>
<td>Melbourne—FaCS Vic State Office</td>
<td></td>
</tr>
<tr>
<td>Perth—FaCS WA State Office</td>
<td></td>
</tr>
<tr>
<td>Sydney—FaCS NSW State Office</td>
<td></td>
</tr>
<tr>
<td>Townsville—FaCS Regional Office</td>
<td></td>
</tr>
<tr>
<td>Canberra—Oakden St, Tuggeranong</td>
<td></td>
</tr>
<tr>
<td>Canberra—Homeworld, Tuggeranong</td>
<td></td>
</tr>
<tr>
<td>Canberra—Lakeview, Tuggeranong</td>
<td></td>
</tr>
<tr>
<td>Canberra—Fyshwick Storage</td>
<td></td>
</tr>
<tr>
<td>Canberra—Hume Storage</td>
<td></td>
</tr>
<tr>
<td>Canberra—Northbourne Ave</td>
<td></td>
</tr>
</tbody>
</table>
The largest FaCS site is Tuggeranong Office Park (TOP) in the ACT. We share TOP with Centrelink who are responsible for building management and reporting ‘Office – Tenant Light and Power’ consumption to DITR.

The ‘Office – Tenant Light and Power’ consumption data reported in Table 4 is derived from consumption data for the 16 sites listed above and pro-rata electricity consumption data for FaCS’ co-tenancy of TOP (determined on a ‘square metres of office space occupied’ basis). The data covers 1932 employees.

‘Office – Tenant Light and Power’ consumption for CSA sites is reported by the Australian Taxation Office and is not included in this report.

FaCS has not included data on electricity consumption for building services such as air conditioning, lifts and hot water.

| Table 4: Measured electricity consumption, energy use and greenhouse emissions |
|-------------------------------------------------|---------------------------|
| Electricity consumed                             | Total 4 747 467 kWh ● |
| By area occupied                                 | 132 kWh/m² |
| By employee                                      | 2 457 kWh/employee |
| Energy consumed                                  | Total 17 090 880 MJ ● |
| By area occupied                                 | 474 MJ/m² |
| By employee                                      | 8 846 MJ/employee |
| Renewable electricity consumed                   | Total 196 572 kWh ● |
| By area occupied                                 | 0.13 tCO₂-e/m² |
| Electricity-related greenhouse emissions          | Total 4 625 tCO₂-e ● |
| By area occupied                                 | 2.4 tCO₂-e/employee |

For the 2002–03 year, FaCS measured ‘Office – Tenant Light and Power’ electricity consumption was 4 747 467 kWh. This is equivalent to a total of 17 090 880 MJ of energy consumed for the year or 8 846 MJ of energy consumed per employee for the year. This was under the Australian Government operations electricity consumption target of 10 000 MJ per employee per year.

**Electricity sourced from renewable sources**

Renewable energy is any source of energy that can be used without depleting its reserves. The sources of renewable electricity, or Green Power, include sunlight or solar energy, wind, wave, tidal, biomass and hydro that does not use water from dams.

Electricity is purchased for Juliana House in Woden as part of an Australian Government consortium. Under the terms negotiated by that consortium the energy retailer represents that a minimum of 5 per cent of purchased power is Green Power.

According to agreements in place at TOP, the energy retailer represents that a minimum of 10 per cent of purchased power is Green Power.
FaCS state, territory and regional offices do not purchase or consume electricity sourced from renewable sources.

In total, 4.1 per cent of the electricity we consume is from renewable sources saving 199 tonnes of greenhouse gases from being produced and emitted into the atmosphere.

**Measures to reduce electricity consumption**

All our offices have some measures in place to reduce electricity consumption. These include:

- timers on office lighting
- motion-sensor lighting in low-use areas
- low-energy lighting
- timers to stop air conditioning at nights and weekends
- energy-efficient information technology equipment
- stand-by facilities on photocopiers and other office equipment
- blinds on windows
- double glazing on windows.

**COMMITMENTS**

FaCS recognises that energy use and greenhouse gas emissions resulting from our consumption of electricity is the greatest impact that we have on the environment. To reduce electricity consumption in 2003–04 we will:

- introduce further measures to reduce electricity consumption in our office space
- ensure that electricity consumption is fully considered in all future office equipment procurement processes.
- evaluate the benefits of increasing the level of ‘Green Power’ we purchase.
Transport

The indicators reported against in this section include:

<table>
<thead>
<tr>
<th>Energy 1</th>
<th>Direct energy use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse 1</td>
<td>Total greenhouse gas emissions</td>
</tr>
</tbody>
</table>

A priority for us is to reduce our fleet’s energy consumption and greenhouse gas emissions.

During the 2002–03 financial year the ‘FaCS Fleet’ consisted of 130 leased vehicles. This includes vehicles disposed of when leases expired, new vehicles leased, and vehicles gained and lost with staff movements during 2002–03. We were responsible for the running expenses of all of these vehicles.

In addition to the FaCS fleet, some staff have chosen to obtain vehicles through novated leases using salary packaging arrangements supported by the department. FaCS staff in some offices also have access to a pool of vehicles maintained by the ATO. We have not included data on the energy use of these vehicles in this report.

Of the total number of vehicles in the FaCS Fleet in 2002–03, 74 were for senior executive staff as part of salary packages and a few other staff as part of AWAs. The other 56 FaCS Fleet vehicles were ‘pooled’—that is, they were used by our staff for work-related purposes.

All FaCS Fleet vehicles were petrol-powered, apart from one liquid petroleum gas dual-fuel vehicle and 2 diesel-powered vehicles.

<table>
<thead>
<tr>
<th>Table 5: Environmental performance of the FaCS fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total fuel consumed</td>
</tr>
<tr>
<td>Total distance travelled</td>
</tr>
<tr>
<td>Average fuel consumption</td>
</tr>
<tr>
<td>Energy use</td>
</tr>
<tr>
<td>Greenhouse gas emissions</td>
</tr>
</tbody>
</table>

Green Vehicle Guide rating

In late 2003 the Australian Greenhouse Office and the Department of Transport and Regional Services will release the Green Vehicle Guide (GVG). The guide will provide objective information about the environmental performance, or rating, of current vehicles available on the Australian market. Vehicles are scored on a performance scale of 1 to 20. The score is based on air pollution, greenhouse emissions and fuel consumption. The better the environmental performance of the vehicle, the higher the score.
As well, the Australian Government has set a GVG performance target for departmental and agency passenger vehicle fleets. By 2005, 28 per cent of Australian Government passenger vehicle fleets must have a GVG score of 10.5 or better.

As at 30 June 2003 the FaCS Fleet consisted of 88 vehicles that are rated for GVG purposes. Of these 31 per cent met or exceeded the GVG score of 10.5.

**Measures to reduce energy use and greenhouse emissions**

As part of our broader goal to reduce FaCS’ energy use and greenhouse emissions, our national office trialled a Toyota Prius electric/petrol hybrid vehicle for one week in May 2003. The trial was to assess whether the low-fuel consumption, low-greenhouse emission, and low-polluting hybrid car was suitable for day-to-day FaCS work.

The Prius is rated as an Ultra Low Emission Vehicle by the California Air Research Board and is Euro IV emission standard compliant. The Prius’ hydrocarbon, carbon monoxide and nitrogen oxide emissions are one-fifth that of similar-sized vehicles.

Several FaCS staff used the car in a variety of traffic and road conditions. During the trial, the car travelled 552 kilometres and on average, the car used 4.6 litres of fuel per 100 kilometres.

Consideration is being given to running a hybrid vehicle in the FaCS fleet.

**Trial of a ‘Hybrid’ Car**

**Case Study**

**Signing on to Greenfleet**

In the coming year, we will encourage our senior executive staff who use employer-provided car parking spaces and other FaCS staff to join ‘Greenfleet’.
Greenfleet is a not-for-profit organisation that plants trees to offset carbon emissions from motor vehicle use. To offset the greenhouse emissions produced by one car in one year, 17 trees are planted. Planting the trees also helps reduce land degradation, and salinity, improve water quality, and protect and enhance biodiversity.

Already, FaCS offices in NSW and Victoria have signed their pool cars on to Greenfleet.

**Using the shuttle bus**

In partnership with Centrelink, FaCS offers a free shuttle bus service for staff travelling between national office sites in Tuggeranong and Woden in Canberra.

In 2002–03, staff took approximately 8,000 shuttle bus trips. Assuming that in the absence of the shuttle bus, 6,000 individual car trips were made by staff, this equates to reduced fuel consumption of approximately 3,000 litres, saving 118 Gigajoules of energy and preventing 9 tonnes of greenhouse gas emissions.

Other benefits of the shuttle bus include more efficient travel between sites; less traffic and parking in Woden and Tuggeranong; reduced direct and indirect costs to FaCS; lower out-of-pocket expenses for our staff, and reduced accident risks.

**COMMITMENTS**

In 2003–04 FaCS will:

- lease more fuel-efficient vehicles
- ensure that we exceed the current position of having 31 per cent of vehicles in the FaCS Fleet with GVG scores of 10.5 or better.
- finalise our commitment to Greenfleet and begin the tree planting program.
Paper consumption

The indicator reported against in this section is:

| Materials 1 | Total materials used |

Paper consumption is a major element of FaCS’ operations.

Data was available for printer and photocopier paper purchased in the 2002–03 year for the sites listed below.

**FaCS sites where data is available for paper consumed**

- Adelaide—FaCS SA State Office
- Brisbane—FaCS Qld State Office
- Canberra—FaCS ACT State Office
- Darwin—FaCS NT State Office
- Hobart—FaCS Tas State Office
- Melbourne—FaCS Vic State Office
- Perth—FaCS WA State Office
- Sydney—FaCS NSW State Office
- Alice Springs—FaCS Regional Office
- Townsville—FaCS Regional Office
- Canberra—Oakden St, Tuggeranong
- Canberra—Homeworld, Tuggeranong
- Canberra—Lakeview, Tuggeranong
- Canberra—Juliana House, Woden
- Canberra—Tuggeranong Office Park (TOP)
- Canberra—Northbourne Ave

Figures for paper consumption by paper-based stationery products, printed reports and information products was not available.
### Table 6: Printer and photocopier paper Purchased in the 2002–03 year

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total paper purchased</td>
<td>87.6 tonnes</td>
</tr>
<tr>
<td></td>
<td>33 683 reams</td>
</tr>
<tr>
<td></td>
<td>16 841 500 sheets</td>
</tr>
<tr>
<td>Paper purchased per employee</td>
<td>45.3 kg</td>
</tr>
<tr>
<td></td>
<td>17.4 reams</td>
</tr>
<tr>
<td></td>
<td>8 717 sheets</td>
</tr>
</tbody>
</table>

In 2003–03 1.3 per cent of the printer and photocopier paper purchased by FaCS contained a recycled content.

**Electronic document management system**

FaCS has started a trial of the electronic document management system. Under the system, electronic documents are regarded as legal and authoritative records. This means staff no longer have to print and file hard copies of a variety of documents. As our staff gain confidence in dealing with electronic information, we expect paper consumption to fall.

- **COMMITMENTS**
  - In order to better understand and reduce our paper consumption, in 2003–04 FaCS will:
    - complete a full paper consumption audit
    - increase the amount of printer/photocopier paper purchased that includes recycled content, in line with Australian government procurement guidelines and policies
    - finalise the trial of the Electronic Document Management System and begin implementation across the department.
    - introduce further paper consumption reduction measures including default double side printing.

**Waste and recycling**

The indicator reported against in this section is:

- **Waste 1** Total amount of solid waste by type and destination

Waste and recycling data is not available for 2002–03.

Some printer cartridges are returned to suppliers under contract. However, with one exception (see ‘Lexmark—closing the loop’ box on pg 40), there is no current information on how suppliers dispose of the used cartridges.
LEXMARK—CLOSING THE LOOP

As a major foundation sponsor of ‘Cartridges 4 Planet Ark’, FaCS printer supplier Lexmark either re-manufactures or recycles all used toner cartridges and other consumables, allowing Lexmark to be involved in Reducing, Reusing and Recycling to help our environment.

Under contract to FaCS, in 2002–03 Lexmark supplied and maintained 225 printers for the department. Used toner cartridges were returned to Lexmark for re-manufacturing or recycling.

Re-manufacturing involves repairing and refilling toner cartridges for re-use. Toner cartridges that cannot be re-manufactured are sent to Close the Loop, an Australian company which uses unique technology to break down cartridges and other printer-related consumables. The components are then recycled and made into new products. Close the Loop provides a 100 per cent guarantee that nothing ends up in landfill.

COMMITMENTS

FaCS is strongly committed to better understanding and reducing waste and increasing recycling. In 2003–04 we will:

- complete a waste and recycling audit
- implement strategies to reduce waste
- implement strategies to increase recycling
- collect all used toner and ink cartridges and other related consumables for re-manufacture or recycling.
**Water consumption**

The indicator reported against in this section is:

<table>
<thead>
<tr>
<th>Water 1</th>
<th>Total water use</th>
</tr>
</thead>
</table>

Our water consumption mainly relates to air conditioning, sewerage services and office kitchens.

Water consumption data was available for two sites, Juliana House in Woden and pro-rata data for TOP (determined on a ‘square metres of office space occupied’ basis). TOP water consumption figures include water used on gardens and for water features.

**Table 7: Water consumption at Juliana House**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>4,881 Kl ▲</td>
</tr>
<tr>
<td>By area</td>
<td>0.73 Kl/m²</td>
</tr>
<tr>
<td>By employee</td>
<td>11.9 Kl/employee</td>
</tr>
</tbody>
</table>

**Table 8: Pro-rata water consumption at TOP**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>26,873 Kl ●</td>
</tr>
<tr>
<td>By area occupied</td>
<td>2.2 Kl/m²</td>
</tr>
<tr>
<td>By employee</td>
<td>37.3 Kl/employee</td>
</tr>
</tbody>
</table>

**Initiatives to decrease water consumption**

Many buildings that FaCS occupies have water-saving measures in place. These include sensor valve flushing urinals, low water-use cisterns and low-flow shower-heads.

Air conditioning accounts for a large proportion of total water consumption in buildings. To create air conditioning efficiencies, our offices generally have timers to reduce overnight and weekend operation, double window-glazing and blinds, and insulation.

**Juliana House environmental management system**

As part of the environmental management system certification for Juliana House in 2004, FaCS will monitor water consumption and develop and implement a water management plan. If successful in reducing water consumption at Juliana House, we will roll out this initiative to other sites.
TOP water resource management

The TOP water resource management plan sets out actions to conserve water resources, preserve water quality in the local environment, and maintain water quality for a safe and healthy work environment. A target to reduce water consumption to 98 per cent of the 2001–02 figure was not achieved despite water restrictions in the ACT. This was due mainly to drought conditions and high summer temperatures creating greater loads on air conditioning, high evaporation rates from the main TOP water feature and increases in staff numbers.

COMMITMENTS

To better understand and reduce our water consumption, in 2003–04 FaCS will:

- increase the number of sites where water consumption data is collected
- identify where physical or mechanical water saving measures can reduce water consumption and have these installed
- raise staff-awareness about office water consumption, the need to reduce water consumption and how to reduce water consumption.
FaCS’ vision is for ‘a fair and cohesive Australian society’. The economic performance of our internal operations supports this vision by contributing to the national economy and to the regional economies in which we operate. We achieve this by:

- providing employment
- paying wages and benefits
- using suppliers and contractors

As a government agency we do not pay taxes (apart from fringe benefits tax and GST) and cannot be involved in philanthropy, but our operations do bring economic benefits to communities across the country.

It should be noted that data contained in this section will not reconcile with the financial statements in the FaCS Annual report, as the TBL report does not include the SSAT.
Employees

The indicator reported against in this section is:

EC 5  Total payroll benefits (including wages, pension, other benefits and redundancy payments) broken down by country or region

In 2002–03, FaCS employed 4,932 staff\textsuperscript{a} in capital city offices in each state and territory and in a number of regional and rural areas.

Total payroll and benefit expenses for 2002–03 was $265.2 million.\textsuperscript{a} (See Figure 4 for percentages of payroll and financial benefits by state and territory.)

Financial benefits include wages; health and fitness rebates; annual, sick, maternity, paternity, recreational and cultural leave; and superannuation. For information about non-financial benefits, see for example the ‘Achieving work–life balance’ section under Social Performance.

Figure 4: Percentage of payroll and benefits by state/territory for 2002–03\textsuperscript{a}
Suppliers and contractors

The indicators reported against in this section are:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC 3</td>
<td>Cost of all goods, materials and services purchased</td>
</tr>
<tr>
<td>EC 4</td>
<td>Percentage of contracts that were paid in accordance with agreed terms, excluding agreed penalty arrangements</td>
</tr>
<tr>
<td>EC 11</td>
<td>Supplier breakdown by organisation and country</td>
</tr>
</tbody>
</table>

Suppliers

In 2002–03, the total amount of expenditure on suppliers was $167.9 million. Table 9 shows the split of this expenditure across major categories. A breakdown of expenditure by region is not available.

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure $ million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td>$8.3</td>
</tr>
<tr>
<td>Consultants/contractors</td>
<td>$40.7</td>
</tr>
<tr>
<td>Training</td>
<td>$3.7</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>$1.3</td>
</tr>
<tr>
<td>Publishing/printing</td>
<td>$11.1</td>
</tr>
<tr>
<td>Communications (telephones and IT)</td>
<td>$29.9</td>
</tr>
<tr>
<td>Property</td>
<td>$30.1</td>
</tr>
<tr>
<td>General</td>
<td>$14.3</td>
</tr>
<tr>
<td>Other</td>
<td>$28.5</td>
</tr>
</tbody>
</table>

Under the Australian Government procurement guidelines, trading terms are payment of invoices within 30 days from receipt of goods and/or services and a correctly rendered invoice. The percentage of FaCS payments to suppliers paid within agreed terms was 84 per cent. This is under the Australian Government target of 90 per cent of payments to suppliers to be paid within 30 days for payments less than $5 million.

Government policy requires that Australian Government agencies purchase at least 10 per cent of their goods and services from small to medium enterprises. These are companies that employ fewer than 200 full-time staff. For 2002–03, we did not monitor purchases through small to medium enterprises.

Competitive tendering and contracting

When the responsibility for service delivery is transferred to an external organisation, FaCS uses the process of competitive tendering and contracting (CTC).

For a number of years, we have managed a range of CTC contracts that together can have significant impacts on our operations. In 2002–03 in response to government
requirements, we continued a detailed analysis of our corporate operations and the options for market testing.

In 2002–03 we had 14 contracts, costing in total $6.8 million. For more information about CTC and FaCS contracts worth over $100 000, see the FaCS 2002–03 annual report at www.facs.gov.au/annual report

**Consultants**

FaCS reports total contract value on consultancy services worth over $10 000 in its annual report. For 2002–03, the total number of consultancies signed over $10 000 was 101, costing in total $8.7 million.

**Economic efficiency**

**Distributions to providers of capital**

FaCS is funded each year in the Australian Government Budget. For 2002–03, the annual appropriation for our operations was $457.1 million. We returned $28.6 million to government through efficiency dividends and other dividend payments. This amount represents 4.5 per cent of our revenue base. In addition to this appropriation, FaCS is also funded $1917.4m to pay to service providers (for example Centrelink) for services delivered on our behalf.

**Economic viability**

FaCS' current ratio of assets to liabilities is 1.09:1. The ratio measures our short-term liquidity and indicates our ability to meet our short-term debts.

At 30 June 2003, our net assets value was $7.6 million. The asset base has remained steady over the past three financial years. This demonstrates that we have effective asset management practices and points to continuing departmental economic viability.

**Efficiency in delivering**

FaCS is responsible for around $57 billion worth of payments and services delivered on behalf of government. The ratio of departmental funding to the funding delivered on behalf of government is 0.04:1. In other words, it costs us four cents to administer every dollar delivered on behalf of government.

**COMMITMENTS**

In 2003–04 FaCS will:

- ensure that 90 per cent of invoices are paid within 30 days from receipt of goods and/or services
- capture and report information on the purchase of goods and services from small to medium enterprises.
Appendix A—ANAO verification statement

INDEPENDENT VERIFICATION STATEMENT

To the Secretary of the Department of Family and Community Services

Introduction

We have performed an independent verification of selected indicators from the inaugural Triple Bottom Line (TBL) report completed by the Department of Family and Community Services (FaCS) for the year ended 30 June 2003.

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 FaCS’ TBL report is the responsibility of FaCS. 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 FaCS 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 2002 to 30 June 2003.

FaCS’ TBL report covers the internal operations and performance of the Department only, including the Child Support Agency (CSA), but excluding the Social Security Appeals Tribunal. The report does not cover the outcomes or policies and programs that FaCS 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:

- 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.
The data was assessed against an error coefficient of ±10%, which was agreed between FaCS 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:

- Employee numbers at 30 June 2003.
- Total number of vehicles leased by FaCS for the year ended 30 June 2003.
- Total fuel consumed by the FaCS fleet for the year ended 30 June 2003.
- Total energy use by the FaCS fleet for the year ended 30 June 2003.
- Total greenhouse gas emissions by the FaCS fleet for the year ended 30 June 2003.
- Total water consumption for Juliana House for the year ended 30 June 2003.
- Total payroll benefits (including wages, other benefits and redundancy payments) broken down by State or Territory for the year ended 30 June 2003.
- Cost of all goods, materials and services purchased, broken down by major category, for the year ended 30 June 2003.
- Percentage of payments that were made in accordance with agreed terms, for the year ended 30 June 2003.
- Number and amount of Competitive Tendering and Contracting contracts in excess of $100,000 for the year ended 30 June 2003.
- Number and amount of consultancies in excess of $10,000 for the year ended 30 June 2003.
- Ratio of departmental funding to administered service delivery for the year ended 30 June 2003.

All other 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 data collection systems for many of the data parameters reported;
- access to source data on electrical usage could not be provided in time to allow us to complete our verification activities within the reporting deadline; and
- access to source employee data for staff within the CSA could not be provided in time to allow us to complete our verification activities within the reporting deadline.

**Commentary**

It is acknowledged that this was the inaugural TBL verification program for FaCS and is the first for any Commonwealth of Australia Government Department or Agency. As a consequence, the data parameters selected had not previously been subject to external verification. We also acknowledge that FaCS 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 FaCS will only strengthen the application of such principles.

[Signature]

Auditor-General

Canberra

29 September 2003
Appendix B—Explanations of terms used in the environmental section of the report

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>J</td>
<td>Joule</td>
</tr>
<tr>
<td>KJ</td>
<td>Kilojoule</td>
</tr>
<tr>
<td>MJ</td>
<td>Megajoule</td>
</tr>
<tr>
<td>GJ</td>
<td>Gigajoule</td>
</tr>
<tr>
<td>W</td>
<td>Watt</td>
</tr>
<tr>
<td>kWh</td>
<td>Kilowatt hour</td>
</tr>
<tr>
<td>t</td>
<td>Tonne</td>
</tr>
<tr>
<td>Kl</td>
<td>Kilolitre</td>
</tr>
<tr>
<td>Ml</td>
<td>Megalitre</td>
</tr>
<tr>
<td>t CO₂-e</td>
<td>Tonnes of carbon dioxide equivalent</td>
</tr>
<tr>
<td>Ream</td>
<td>Equivalent to a packet or ream of A4 printer/copier paper.</td>
</tr>
</tbody>
</table>
Appendix C—List of FaCS sites

Adelaide—FaCS State Office
Adelaide—CSA State Office
Albury
Alice Springs
Ballina
Bendigo
Box Hill
Brisbane—FaCS State Office
Brisbane—CSA State Office
Bunbury
Bundaberg
Cairns—CSA
Cairns—FaCS
Campbelltown
Canberra—Tuggeranong Office Park (TOP)
Canberra—CSA Head Office
Canberra—FaCS ACT State Office
Canberra—Juliana House, Woden
Canberra—Oakden St, Tuggeranong
Canberra—Homeworld, Tuggeranong
Canberra—Lakeview, Tuggeranong
Canberra—Fyshwick Storage
Canberra—Hume Storage
Coffs Harbour
Dandenong
Darwin—FaCS Territory Office
Darwin—CSA
Dubbo—CSA
Dubbo—FaCS
Frankston
Geelong
Gosford
Gympie
Hobart—FaCS State Office
Hobart—CSA State Office
Lismore
Mackay
Maroochydore
Melbourne—FaCS State Office
Moonee Ponds
Moree
Morwell
Mowbray
Mt. Gambier
Newcastle—CSA
Newcastle—FaCS
Orange
Palm Beach
Parramatta
Penrith
Perth—CSA State Office
Perth—FaCS State Office
Port Augusta
Port Hedland
Rockhampton—CSA
Rockhampton—FaCS
Sydney—FaCS State Office
Sydney—CSA State Office
Toowoomba—CSA
Toowoomba—FaCS
Townsville—FaCS
Townsville—CSA
Wagga Wagga
Wollongong—CSA
Wollongong—FaCS
Canberra—Northbourne Ave (Closed Jan 2003)
Appendix D—List of abbreviations used in this report

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBL</td>
<td>Triple Bottom Line</td>
</tr>
<tr>
<td>FaCS</td>
<td>Department of Family and Community Services</td>
</tr>
<tr>
<td>GRI</td>
<td>Global Reporting Initiative</td>
</tr>
<tr>
<td>ANAO</td>
<td>Australian National Audit Office</td>
</tr>
<tr>
<td>SSAT</td>
<td>Social Security Appeals Tribunal</td>
</tr>
<tr>
<td>APS</td>
<td>Australian Public Service</td>
</tr>
<tr>
<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
<tr>
<td>AWA</td>
<td>Australian Workplace Agreement</td>
</tr>
<tr>
<td>OHS</td>
<td>Occupational Health and Safety</td>
</tr>
<tr>
<td>EMS</td>
<td>Environment Management System</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organisation for Standardisation</td>
</tr>
<tr>
<td>DITR</td>
<td>Department of Industry, Tourism and Resources</td>
</tr>
<tr>
<td>TOP</td>
<td>Tuggeranong Office Park</td>
</tr>
<tr>
<td>GVG</td>
<td>Green Vehicle Guide</td>
</tr>
<tr>
<td>CTC</td>
<td>Competitive Tendering and Contracting</td>
</tr>
</tbody>
</table>

How to find out more about this and other FaCS publications

To view and download a copy of the FaCS Triple Bottom Line Report 2002–03, visit www.facs.gov.au/tblreport. For more information about FaCS, visit www.facs.gov.au or email facs.internet@facs.gov.au

To obtain a hard copy of the FaCS Triple Bottom Line Report or other FaCS publications, please telephone 1800 050 009 (a free call except from mobile and pay phones).

Inquiries about this report should be directed to:
Executive Officer
CFO Group
Box 7788
Canberra Mail Centre ACT 2610
Email:TBL@facs.gov.au
Fax: (02) 6244 1465