

PART FIVE

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Appendix A

Staffing overview

Appendix Table A1: Ongoing and non-ongoing employees (excluding overseas-engaged employees), full-time and part-time

Non-ongoing employees		Ongoing employees		Total	Total
Full-time	Part-time	Full-time	Part-time	30 June 2011	30 June 2010
29	9	456	50	544	556

Note: Includes CEO and staff on leave without pay and long-term leave.

Appendix Table A2: Employees by category of employment

Category	Female	Male	Total 30 June 2011	Total 30 June 2010
Ongoing	241	265	506	506
Non-ongoing	27	11	38	50
Overseas-engaged employees (OEEs) ^(a)	331	212	543	519
Total	599	488	1,087	1,075

(a) Includes OEE temporary staff.

Note: Includes staff on leave without pay and long-term leave.

Appendix Table A3: Employees by classification, gender and location

Category	Australia		Overseas		Total staff	Total staff
	Female	Male	Female	Male	30 June 2011	30 June 2010
AOPL1	0	0	4	14	18	21
AOPL2	0	0	54	16	70	47
AOPL3	0	0	146	46	192	195
AOPL4	0	0	113	109	222	211
AOPL5	0	0	14	27	41	45
Cadet	0	0	0	0	0	1
APL1	26	10	0	0	36	42
APL2	71	38	0	0	109	123
APL3	78	79	3	2	162	158
APL4	39	39	10	15	103	103
APL5	20	36	5	14	75	65
APL6/SES1	7	16	2	11	36	43
APL7/SES2	2	3	3	4	12	11
APL8/SES2	2	1	0	5	8	7
APL8/SES3	0	2	0	0	2	2
CEO	0	1	0	0	1	1
Total	245	225	354	263	1,087	1,075

Note: Includes temporary staff and staff on leave without pay and long-term leave.

Appendix Table A4: Employees by location and gender

Region/ location	Australia- based female	Australia- based male	Australia- based total	OEE female	OEE male	OEE total	Total 30 June 2011	Total 30 June 2010
Region								
Americas	1	11	12	49	35	84	96	101
EMEA	5	11	16	60	49	109	125	131
NEA	10	15	25	111	57	168	193	173
SEASAP	7	14	21	111	71	182	203	184
Subtotal	23	51	74	331	212	543	617	589
Location								
ACT	95	94	189	0	0	0	189	181
NSW	101	67	168	0	0	0	168	186
NT	2	0	2	0	0	0	2	1
QLD	10	13	23	0	0	0	23	26
SA	7	6	13	0	0	0	13	16
TAS	0	2	2	0	0	0	2	3
VIC	26	35	61	0	0	0	61	59
WA	4	8	12	0	0	0	12	14
Subtotal	245	225	470	0	0	0	470	486
Total	268	276	544	331	212	543	1,087	1,075

Note: Includes temporary staff and staff on leave without pay and long-term leave. Excludes attached agency staff, trade consultants, contractors and TradeStart employees. At 30 June 2011, there were 58 attached agency staff within Austrade.

Appendix Table A5: Employees by region/division

Region/division	Australia-based	OEE	Total staff 30 June 2011	Total staff 30 June 2010
Americas	12	84	96	101
Europe, Middle East and Africa	16	108	124	131
Executive	6	0	6	5
Export and Investment Services	163	0	163	160
Finance, Information and Planning	97	0	97	106
Government and Corporate Services	139	0	139	156
Human Resources	26	0	26	27
North East Asia	26	168	194	173
South East Asia, South Asia and Pacific	24	183	207	185
CEO	1	0	1	1
Inoperative	34	0	34	30
Total	544	543	1,087	1,075

Note: Includes temporary staff and staff on leave without pay and long-term leave. Excludes attached agency staff, trade consultants, contractors and TradeStart employees.

Seventy-seven per cent of staff (841 employees) were employed in Austrade's overseas regions, client-focused operations in Australia (Export and Investment Services–163 staff; EMDG scheme–54 staff) and Business Club Australia.

Appendix Table A6: Senior Executive Service by gender

Category	Female	Male	Total 30 June 2011	Total 30 June 2010
APL6/SES1	9	27	36	43
APL7/SES2	5	7	12	11
APL8/SES2	2	6	8	7
APL8/SES3	0	2	2	2
Total	16	42	58	63

Note: Includes staff on leave without pay and long-term leave, and staff who are acting SES.

Appendix Table A7: Senior Executive Service by classification and location

Category	Australia	Overseas	Total 30 June 2011	Total 30 June 2010
APL6/SES1	23	13	36	43
APL7/SES2	5	7	12	11
APL8/SES2	3	5	8	7
APL8/SES3	2	0	2	2
Total	33	25	58	63

Note: Includes staff on leave without pay and long-term leave, and staff who are acting SES.

Appendix Table A8: Senior Executive Service – gains and losses during 2010–11

	Total
Gains	7
Losses	12

Appendix Table A9: Employees covered by workplace, collective, individual and common law agreements at 30 June 2011

Classification	Collective agreement		AWA ^a		Common law agreement		Section 24(1) determination		IFA ^b		Total
	Salary range (\$)	No.	Salary range (\$)	No.	Salary range (\$)	No.	Salary range (\$)	No.	Salary range (\$)	No.	
Cadet	na	0	na	0	na	0	na	0	na	0	0
APS 1–4 APL1	42,879– 61,315	36	na	0	na	0	na	0	na	0	36
APS 5–6 APL2	63,767– 78,140	106	na	0	na	0	na	0	– ^c	3	109
Exec. Level 1 APL3	83,219– 93,611	157	na	0	na	0	na	0	– ^c	5	162
Exec. Level 2 APL4–APL5	97,354– 131,771	173	na	0	na	0	na	0	– ^c	5	178
SES	– ^c	3	na	0	139,050– 263,788	54	– ^c	1	na	0	58
Total		475		0		54		1		13	543

(a) Australian Workplace Agreement.

(b) Individual flexibility arrangement.

(c) Where there is a possibility that payments to individuals may be identified (i.e. five or fewer employees at a classification level) the salary range is not shown.

Note: Excludes CEO. Includes three substantive non-SES employees who are acting SES.

Appendix B

Reform of the Australian Trade Commission: Maximising Our Value—May 2011

Rationale for the review

The Australian Trade Commission (Austrade) was established in its current form under the *Australian Trade Commission Act 1985* as a statutory authority. Initially, the aim was to bring together the functions of the Trade Commissioner Service, elements of the then Department of Trade, the Australian Overseas Projects Corporation, the Export Development Grants Board and the Export Finance and Insurance Corporation into a 'one-stop shop' to support Australia's export effort.

Since that time, there have been fundamental shifts in the global and Australian economy. Globalisation, changes in technology and the means of doing business internationally have seen the nature of barriers faced by companies in international markets also shift.

Along with this, Austrade's strategy and disposition of resources has moved through several cycles. The abolition of the former business-based Board in 2006 following the Uhrig reforms saw Austrade's governance arrangements brought under public sector frameworks.

More recently, the Government has allocated a range of additional functions to Austrade—including responsibility for attracting productive foreign direct investment; industry-focused trade and investment strategies (clean energy, automotive); the *Australia Unlimited* nation branding program; and the international marketing of Australian education.

Despite the changes in Austrade's functions, responsibilities, governance and operating environment, there has been no whole-of-organisation review of Austrade's operational model and organisational structures since one by McKinsey and Company in 1990.

Approach to the review

This review was initiated by the CEO to put Austrade on a more contemporary, more sustainable footing. The review commenced in late July 2010 with the appointment of two external consultants (following public tender) to advise the CEO on aspects of the review. A small internal secretariat was established to support this work.

A significant program of analysis and internal and external consultation was undertaken during the second half of 2010.

Austrade client, investor and customer data (more than 80,000 firm records) provided a key source of information and insight. Annual surveys of Austrade's client base were also analysed. The Client Service Improvement Survey is conducted annually on behalf of Austrade by the Wallis Consulting Group. In 2010, 1,502 firms completed responses to the online element of the survey and 1,000 firms were interviewed by phone. Specific questions were added to the 2010 survey to support the review work.

The CEO also drew on previous research and analysis undertaken or commissioned by Austrade (including Journey to Export and International Business) and empirical studies conducted by various international institutions. The 300 public submissions made to the Mortimer Review of Export Policies and Programs in 2008 were also considered.

To supplement (but not duplicate) these sources, the views of stakeholders from government, business and industry were sought. Face-to-face meetings were held in Sydney, Canberra and Melbourne. Teleconferences and videoconferences were also arranged with stakeholders located in Brisbane, Adelaide, Perth, Darwin and Hobart.

Within Austrade, more than 300 staff contributed to surveys, made individual written submissions and participated in workshops.

While the initial scope of review was directed towards Austrade's operations in Australia, inevitably this was extended across all other areas of the organisation.

Following the completion of the initial assessment in December 2010, the outcomes of this review have been carefully considered and endorsed by the Australian Government. Under the guidance of a senior management taskforce, internally staffed working groups were commissioned in February 2011 to undertake early, high-level solution design work. This work concluded in late April and will be instrumental in shaping the next phases of review implementation.

A new operating model

The conclusions of the review will fundamentally reshape Austrade's strategy, operating model and structure. The core elements of the new operating model are:

- a clearer rationale and purpose—predicated on addressing market failure and focusing resources where Austrade as a government agency can add the greatest value
- a realigned international network—with a different focus in different markets reflecting the commercial potential as well as the nature and scale of impediments to business in those markets and the optimal role for Government
- a service delivery model targeted to internationally ready firms, supported by simpler packaging and pricing of services
- a focus on identifying and bringing tangible foreign business opportunities to Australian business
- sharper investment promotion, attraction and facilitation priorities
- a more open and contemporary approach to sharing Austrade information and insight, with new investment in online service delivery and information dissemination and strengthened collaboration with government and commercial service providers
- a commitment to strengthening organisational capability through simplifying the organisational structure, new initiatives to build workforce capacity and streamlining of corporate administration.

A clear rationale

The key focusing issue for the review has been the rationale for Austrade in 2010 and beyond, and identification of where and how Austrade can and does deliver greatest value to business. The views of external organisations that work closely with Austrade, and the results of independent surveys, indicate a high degree of goodwill and support for the organisation. Client satisfaction with Austrade's services has been consistently high over many years.

This level of commitment was also matched with equally strong views about the strengths and weaknesses of the current operating model. In particular, consultations confirmed the view that Austrade has spread its resources too thinly and was suffering from a lack of focus, lack of consistency and unnecessary complexity.

1. Maximising our value

Consultations and face-to-face interviews held with business and industry representatives, as well as surveys of Australian exporters and the experiences of Austrade staff during 2010, have confirmed that Austrade's greatest value is derived from its:

- › ability to identify and assess foreign business opportunities and help Australian companies capture opportunities
- › advice to firms on business practices ('how to do business') in prospective markets
- › networks of key decision makers, customers and contacts in overseas markets
- › market insight and intelligence
- › 'badge of government' assistance with access to senior officials and business executives and with 'behind the border' barriers to trade and investment.

It is clear therefore, that Austrade's unique value stems from the *combination of its knowledge of, and connections in, international markets and its status as a government organisation*.

In economic terms, the strongest rationale for continued government investment in Austrade, and the optimal basis for prioritising what functions it undertakes, how it is organised and where its resources are located, must centre on addressing market failure. And in a commercial sense it is also clear that a lack of access to relevant information in and about international markets can impede Australian businesses from identifying international commercial opportunities and entering those markets.

For Austrade's export facilitation and development activity, market failure will be strongest in markets where governments play a significant role in the economy, where language and business culture can provide a barrier, where there is less openness of regulatory frameworks and transparency of business processes, where there are difficulties accessing distribution channels and commercial connections and where the value of the 'badge of government' is highest.

For investment attraction, the general market failure argument for government involvement is not as specifically related to the nature of the market. Potential investors in New York have a similar lack of understanding of the nature of investment prospects and of Australia's economic credentials and regulatory environment as those in Mumbai. It makes sense therefore to target the allocation of investment priorities and resources to actual and potential sources of investible funds—such as Europe, North America, Japan and increasingly the major growth and emerging economies.

In respect of Austrade's responsibilities for the international marketing of Australian education, there is a general deficiency of validated information in relation to Australian education opportunities in current and prospective education markets, despite the existence of private sector agents and institutional providers.

This does not mean that Austrade cannot add value in all markets and in all of the activities it currently undertakes; but there is a need to focus where it can add the greatest value.

2. A re-shaped network

It makes sense therefore for Austrade's efforts in the more established markets of North America and Europe to be focused predominantly on inward investment and education services, with greater reliance on partners, referrals and online information and services to support Australia's exporters in these markets. Currently a smaller proportion of Australian firms make use of Austrade export services in these markets when compared with major growth markets.

The closure of several small posts in North America and Europe, the reduction of some staff primarily in North America and Europe, as well as a rationalisation and redirection of effort in Australia, will release resources to strengthen Austrade's trade and investment representation in growth and emerging markets with high commercial potential, where there is strong interest from Australian business and importantly, where the challenges faced by firms are greatest.

This is important as Austrade's limited resources are currently thinly spread or absent from a number of locations where it could clearly add value. These markets will have a strong focus on trade development, the marketing of international education and, increasingly, over time, on investment.

The opening of new Austrade representation in Mongolia was announced in February 2011. As resources are available, Austrade will move to also establish or strengthen our Australia-based and local representation in Latin America, Africa, Central Asia and western China.

The strategy of prioritising different activities in different markets directly contrasts with the current policy of delivering all services in all markets.

In certain locations, Austrade delivers consular and passport services to Australians travelling and working abroad. This coverage will be maintained.

Recognising that firm-level assistance delivered in international markets is the main priority for Austrade provides a clearer basis for prioritising functions and activities in Australia. Domestically, many organisations across all levels of government and in the private sector play a role in broader business development activity. The further away from the market that Austrade operates, the less unique its role is.

Activities and services which support international-based activity should therefore be given priority. It is appropriate also for Austrade to look to ways to better share its market insights and pass information on international commercial opportunities through to other domestically oriented organisations—both in government or the private sector—which can best help firms exploit those opportunities.

Delivering greater value for Australian business

3. Services for internationally ready firms

Because Austrade's greatest value lies in international markets, Austrade services will be more clearly directed to those companies ready to tackle international business opportunities. Where companies are not ready for export, Austrade will make referrals to alternative enterprise development programs (government or private sector).

To support this, Austrade will also implement:

- › an International Readiness Indicator
- › a streamlined suite of services
- › simpler packaging of those services.

The Export Market Development Grants (EMDG) scheme will continue unchanged.

Austrade services will be available to firms regardless of size, industry sector or turnover. Having said that, the bulk of clients that Austrade currently assists are small to medium-sized enterprises and this will continue to be the case.

Decisions about a firm's capacity to enter or grow international business will not be made by Austrade. Rather, the International Readiness Indicator is intended to guide firms to make their own assessment of their capacity and to guide them to a range of sources of assistance (delivered by Austrade or other organisations) that best fit their need.

4. Opportunity identification and delivery

Identifying and bringing tangible foreign business opportunities directly to Australian business and to other relevant organisations (i.e. a greater emphasis on 'demand' rather than 'supply') will be a key element of the new strategy. Opportunities will include a mix of transactional commercial opportunities—including assisting Australian firms to win business arising from opportunities they have identified as well as longer term, major project-based opportunities.

5. Sharper investment focus

Investment activity will be focused in markets where there are sources of investible funds, predominantly established markets, but increasingly, growth and emerging economies. However, a sharper focus for investment activity is also required.

Generic promotion of Australia's attractiveness as a destination for foreign direct investment in target markets will remain a core element of the investment program.

Proactive investment attraction priorities will be determined through structured consultation across government.

The facilitation of investors who have made a decision to consider Australia requires close cooperation across levels of government and Austrade's role will be concentrated in the delivery of targeted information and navigation through the Australian policy and regulatory landscape. A key goal for Austrade will be the delivery of strong investment leads to states, territories and other providers for facilitation activity, at the earliest opportunity.

6. Better targeted promotions

Consistent with the increased focus on opportunity identification and distribution, there is scope to streamline Austrade's current events and missions program. In most cases, Austrade's greatest value-add is in the provision of business services around events and missions and the contribution of commercial, market-based insights in third party conferences and seminars rather than recruitment and organisation. Where there are reliable alternatives, Austrade will actively seek to partner with relevant allies to organise events and missions. Agreements with major exhibition companies for logistics and recruitment will be pursued.

Offshore, the rollout of *Australia Unlimited* branding, promotions and events will be accorded priority. In Australia, a holistic seminar/roadshow program will be developed informed by market trends and opportunities and other major opportunities that are endorsed through the corporate planning process (and will include events in support of our formally endorsed industry priorities).

Some current, domestically focused marketing activity and early-stage export coaching events will be phased out during 2011–12.

7. More online services and information

Improved online service delivery will underpin Austrade's new operating model with additional resources to be applied to this over the coming two years. To expand and transform online capacity to support a range of service and information capabilities, the following types of initiatives will be further scoped:

- online access to the new International Readiness Indicator tool
- integrated online and offline support functionality
- online referrals and linkages to appropriate service providers
- dissemination of market insights and opportunities via external networks
- access to a portal of searchable third party information on Australian suppliers
- online business registration and enhanced access to content and functionality for registered users.

8. Sharing our insight

Austrade possesses considerable information and commercial insight regarding specific developments and opportunities in international markets. Feedback during the review indicated there was high level of demand from other organisations—both government and business associations—which would value and would be better able to support their business base if this was made available more readily.

Opening access to Austrade's market insights and information on international commercial opportunities to a wider range of organisations will have flow-on benefits for Australian business and ways of doing this more effectively will be explored, including any commercial and legal risks.

9. Stronger, but fewer partnerships

Many organisations across all levels of government, industry and within the private sector have a stake in delivering trade and investment support and broader business development.

Austrade currently maintains an excessive number of formal partnerships with such organisations. While effective collaboration is critical, new principles and business processes governing Austrade's establishment of partnerships, service provider relationships and alliances will be introduced. A more disciplined approach will see a smaller number of partnerships established, but those that are will be grounded in shared objectives and mutual interest.

At the federal level, there is scope for strengthened collaboration between Austrade and organisations such as Enterprise Connect and the Industry Capability Network. Enhanced, practical collaboration with other government and private sector service providers in Australia, where they are better placed to deliver opportunities to companies or to develop export capability, is to the benefit of Australian firms and this will be an early priority. The TradeStart network will continue to be an important part of Austrade's service delivery network.

Stronger organisational capability

This new operating model also has significant implications for Austrade's organisational arrangements, its structure and the way resources are allocated. It will also require a more streamlined approach to the delivery of corporate support within the organisation.

10. Simpler organisational structure

Key objectives in shaping the new organisational structure are to ensure it:

- › allows for more focus, effort and resources offshore, recognising that is where Austrade's major value lies
- › creates a globally integrated organisation without the sense of two if not five Austrades
- › reduces the fragmentation of functions and consolidates areas of expertise
- › is simpler, clearer and improves lines of accountability
- › uses complex matrix arrangements very much as a last resort.

Key features of the new structure are:

- › a smaller executive group (three rather than eight) reporting to the CEO from 1 July 2011
- › Austrade will move to a global rather than regional management structure with strategic management and oversight of the international network to be based in Austrade's Sydney headquarters. Operational responsibilities remain with posts
- › clear lines of responsibility for Austrade's core functions—trade, investment and education—and for the EMDG scheme will be established
- › support functions (corporate services, promotions and communications and online information and service delivery) will each be consolidated with clear lines of responsibility.

To enable appropriate recruitment and transition arrangements, the new structure will be the subject of phased implementation from 1 July 2011. Regional Directors will remain in place with their current authority and delegations until 1 October 2011.

There will not be a general 'spill' of senior positions, but the reorganisation will create a number of new positions which will be advertised shortly.

11. Skills and values

Priority will also be given to enhancing staff capability through the introduction of a Trade Commissioner development program and a graduate recruitment program to complement existing recruitment and to bolster longer-term capability and sustainability.

These initiatives will also be supported by changes to other key internal policies including changes to posting cycles and rotation practices and the introduction of a new language policy.

As representatives of the Australian Government, a key operating requirement is for all Austrade activities to uphold and promote the highest ethical standards. Changes to Austrade's governance structures following the review will include the establishment of an Ethics Committee with an independent chair, and the designation of a Chief Ethics Officer.

12. Streamlined corporate administration

Elements of Austrade's governance structure need to be refreshed to reflect the new strategy, structure and new operating model. Changes will be made to governance arrangements, including Austrade's planning processes; corporate performance indicators; committee and reporting structures; agency risk management; delegations and Chief Executive Instructions; audit; and performance evaluation.

A particular priority in finalising our 2011–12 corporate planning process will be to renew our indicators of organisational effectiveness to reflect our new strategy and directions.

In parallel with the review of Austrade's operations, the efficiency of Austrade's corporate services areas were examined. The broad conclusion is that, while Austrade is within norm for (domestically focused) federal government agencies, it is at the higher levels. Equally, Austrade has some genuinely unique features (including its global distribution) which necessarily increases costs in some areas. That said, there are opportunities for achieving efficiencies as part of the forthcoming change program and a specific, internal cost-saving target will be set.

Implementation

These reforms will be achieved within Austrade's existing budget, through the rationalisation and redirection of resources both in Australia and offshore as well as through efficiency gains identified in the course of the review.

Implementation will commence from 1 July 2011 with changes phased in throughout 2011–12. To enable appropriate recruitment and transition arrangements, all elements of the new structure will not commence until 1 October 2011.

Implementation will continue to be governed by an internal Implementation Taskforce. Further details will be communicated within Austrade and with stakeholders over the coming weeks. Austrade staff will be involved in consultations during implementation.

Appendix C

Austrade locations in Australia (including TradeStart)

Appendix Figure C1: Austrade's national network at 30 June 2011



Appendix Table C1: TradeStart locations and TradeStart partners at 30 June 2011

Location	TradeStart partner
NSW	
Gosford	NSW Department of Trade and Investment, Regional Infrastructure and Services (NSW Trade and Investment) (previously Department of Industry and Investment)
Nowra	NSW Trade and Investment
Orange	NSW Trade and Investment
Port Macquarie	NSW Trade and Investment
Sydney non-CBD North (North Sydney)	NSW Business Chamber
Sydney non-CBD South (Miranda)	NSW Business Chamber
Sydney non-CBD West (Penrith)	NSW Business Chamber
Tamworth	NSW Trade and Investment
Wagga Wagga	NSW Trade and Investment
VIC	
Ballarat and Geelong	Australian Institute of Export (AIEx)
Bendigo and Mildura	AIEx
Melbourne non-CBD North	Australian Industry Group (Ai Group)
Melbourne non-CBD South East	Ai Group
Melbourne non-CBD West	Ai Group
QLD	
Brisbane non-CBD	Chamber of Commerce and Industry Queensland
Bundaberg	Trade and Investment Queensland (TIQ)
Cairns	TIQ
Gold Coast	Gold Coast City Council
Mackay	TIQ
Rockhampton	TIQ
Sunshine Coast	TIQ
Toowoomba	TIQ
WA	
Bunbury (South West)	South West Development Commission
Perth non-CBD	WA Department of State Development

Location	TradeStart partner
SA	
Adelaide non-CBD North	SA Department of Trade and Economic Development (DTED)
Adelaide non-CBD South	DTED
Mt Gambier	DTED
Port Augusta	DTED
Riverland	DTED
NT	
Darwin	Chamber of Commerce Northern Territory
TAS	
Launceston	Tasmanian Chamber of Commerce and Industry

Appendix D

Client Service Charter

Austrade's Client Service Charter was developed after consultations with our clients and represents our commitment to improve our service performance. The charter sets out the service standards clients can expect from Austrade and outlines how they can provide feedback. Our clients rate our performance against each service standard (stated below) in our annual Client Service Improvement Study.

Our service values

- › understand your business and work with you in partnership
- › provide advice and information based on experience and networks we have established across Australia and around the world
- › be commercially focused and deliver services that are tailored to your needs
- › be professional and highly motivated to help your business
- › be flexible and responsive in meeting your particular needs.

Our service standards

- › We value the information you give us and will maintain confidentiality.
- › We will clearly explain our service offerings and how they can add value to your export efforts.

- › Austrade will explain any fees and provide you with a written quote before commencing work on your behalf.
- › If you contact us, we will respond within two working days of receipt of your enquiry. If your business enquiry is more complex, we will inform you of our progress. Austrade will agree with you on timeframes, deliverables and follow-up.
- › We will keep you informed of major developments that affect your project.
- › Austrade will endeavour to deliver opportunities that best match your line of business.
- › We will provide appropriate referrals if Austrade cannot help you.
- › Austrade will provide you with clear information on eligibility and application and assessment processes for our Export Market Development Grants (EMDG) and will process your application promptly and efficiently in accordance with the EMDG legislation.

Help us to help you

- › Brief us clearly about your products or services and business objectives.
- › Allow realistic lead times and keep us informed of your timeframes for taking action.
- › Let us know how we might improve our services and/or when we have done a good job.

Measuring our performance

Austrade will review the charter and provide opportunities for you to comment on your satisfaction with our services through our annual client satisfaction survey and other research. This will allow us to measure the outcome of our assistance and identify issues and service aspects that are important to you.

Consultation and feedback

We welcome your feedback. Simply call us, write to us or send us an email. If you have a problem you need resolved, please raise it with the staff member concerned or write to:

Client Service Manager
Austrade
GPO Box 5301
Sydney NSW 2001
Email: clientservicemanager@austrade.gov.au

If, at any stage, you are dissatisfied with our handling of your complaint, you may contact an office of the Commonwealth Ombudsman and/or the Privacy Commissioner.

Appendix E

Freedom of information

This statement is made in accordance with the requirements of section 8 of the *Freedom of Information Act 1982* (the FOI Act) as it existed immediately prior to 1 May 2011. From 1 May 2011, agencies subject to the FOI Act are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. An agency plan showing what information is published in

accordance with the IPS requirements is accessible from www.austrade.gov.au.

Access to records

The FOI Act grants a right to access documents in the possession of the Government, subject to a number of exceptions. These include protection of essential public interests and the private and business affairs of people about whom departments and statutory authorities collect and hold information. In the 12 months ending 30 June 2011, Austrade received 13 such requests. A detailed breakdown of those reports is given in Appendix Table E1.

Appendix Table E1: Freedom of information requests to Austrade, 2010–11

Requests outstanding at 1 July 2011	1
Requests received	13
Access granted in full	4
Access refused	1
Access refused in part	7
Transferred	0
Withdrawn or lapsed	1
Currently outstanding	1
Appeals to AAT/Ombudsman	0

Procedures and contact points

Any person seeking access to documents under the FOI Act prior to 1 May 2011 had to lodge a formal request in writing with a \$30 application fee. The request had to clearly identify the document or class of document to which access was sought and the return address of the application had to be provided.

Requests were to be sent to:

The FOI Officer
Legal Services, Business Effectiveness
Austrade
Level 2, 25 National Circuit
Forrest ACT 2603
Australia

Phone: +61 2 6201 7462

Fax: + 61 2 6201 7301

A request for access under the FOI Act was acknowledged and a decision made by the Group Manager, Business Effectiveness, or the appointed delegate, whether to grant access; and if granted, whether any fees or charges may be reduced or not imposed in instances of financial hardship or general public interest in the release of documents.

Austrade also publishes a comprehensive range of publicly available information at www.austrade.gov.au.

Appendix F

Occupational health and safety

In accordance with subsection 74(1) of the *Occupational Health and Safety Act 1991* (the OHS Act), the annual report is to include details of the following matters:

- the health and safety management arrangements of the department or authority
- initiatives taken during the year to ensure the health, safety and welfare at work of employees and contractors of the department or authority
- health and safety outcomes (including the impact on injury rates of employees and contracts of the department or authority) achieved as a result of the initiatives taken during the year or previous initiatives
- statistics of any accidents or dangerous occurrences during the year that arose out of the conduct of undertakings by the department or authority and that required the giving of notice under section 68
- any investigations conducted during the year that relate to undertakings carried on by the employer under sections 29, 46 or 47
- such other matters required by guidelines approved on behalf of the Parliament by the Joint Committee of Public Accounts and Audit.

Austrade seeks at all times to provide a safe and healthy working environment for employees and to ensure the safety of the public and others who are on Austrade premises. Austrade employees have access to occupational health and safety information

from the Workplace Support Adviser, Human Resources Managers and via the Austrade intranet.

In December 2010, Austrade received from Comcare a notice alleging a breach of the OHS Act under Part 1, Schedule 2, section 16, which concerns the duty of care of employers in relation to third parties. Comcare's enforcement policy provides for agencies to propose, and Comcare to accept, an 'Enforceable Undertaking' in relation to improvements in health and safety, in lieu of proceedings. Austrade is currently undertaking consultations with Comcare in relation to such a proposal.

An external review of Austrade's safety culture and OHS service delivery was undertaken during the year, resulting in an increased emphasis on the development of a positive OHS culture. Austrade's OHS management system and frameworks were also reviewed, with the assistance of Comcare, in order to make further improvements and ensure Austrade's readiness for anticipated legislative changes in 2012.

In line with outcomes of the Austrade Review, a number of management initiatives were undertaken during the year to reinforce the OHS management arrangements and safety culture across the organisation. Specific health and safety initiatives and programs conducted in 2010–11 included:

- a design workshop held at Austrade's Canberra office to discuss and document changes required to existing Employee OHS Incident

Forms, to ensure compliance with current and expected future legislation

- strategic OHS policy development and review work, as an outcome of the external review and in anticipation of future legislation
- a two-day OHS conference in Canberra, facilitated by Comcare, for all Austrade health and safety representatives and Office Managers
- quarterly meetings of the National Occupational Health and Safety Committee in line with health and safety management arrangements
- a course for Austrade Human Resources Managers worldwide, presented by Comcare, entitled 'A Manager's OHS Responsibilities'. The course facilitated improved sharing of knowledge and practices as well as effective implementation of organisation-wide OHS initiatives
- enhanced OHS training for all Austrade staff occupying identified isolated offices
- inclusion of an OHS training module in the Austrade online induction package
- voluntary free health checks and influenza vaccinations for Australia-based staff
- presentations to Australia-based employees on accessing and using the Austrade Employee Assistance Program.

Appendix G

Consultancies

In accordance with section 12(13–24) and Attachment D to the *Requirements for Annual Reports for Departments, Executive Agencies and FMA Act Bodies* dated 8 July 2011, Table G1 sets out consultancy contracts entered into by Austrade with a contract value of \$10,000 or more, which have been identified as consultancies for annual reporting purposes.

The contract price includes the goods and services tax, where appropriate. It is the original agreed contract price unless actual expenditure has gone over this price due to changes in project scope, or if no fixed price could be set.

Methods of selection

The methods of selection used for consultancies are categorised as follows:

- open tender: a procurement procedure in which a request for tender is published inviting all businesses that satisfy the conditions for participation to submit tenders. Public tenders are generally sought from the Australian Government AusTender website
- select tender: a procurement procedure in which the procuring agency selects which potential suppliers are invited to submit tenders (this includes tenders submitted through Multi-Use Lists). This procurement process may only be used under certain defined circumstances

- direct sourcing: a form of restricted tendering, available only under certain defined circumstances, with a single potential supplier or suppliers being invited to bid because of their unique expertise and/or their special ability to supply the property and/or services sought
- panel: an arrangement under which a number of suppliers, initially selected through an open tender process, may each supply property and/or services to an agency as specified in the panel arrangements. Quotes are sought from suppliers that have pre-qualified on the agency panels to supply to the government. This category includes standing offers and supplier panels where the supply of property and/or services may be provided for a pre-determined length of time, usually at a pre-arranged price.

Reasons for the use of external resources

The reasons for decisions to employ external consultancy services vary and it is possible that a consultancy might belong in more than one category. Principal justification codes used in the table are:

- A: skills currently unavailable within agency
- B: need for specialised or professional skills
- C: need for independent research or assessment.

Appendix Table G1: Consultancies for 2010–11

Consultant name	Summary description	Contract price (\$)	Selection method	Justification
Bayliss Associates Pty Ltd	Review award categories for Australian Export Awards program	38,444	Direct sourcing	C
Wallis Consulting Group Pty Ltd	Conduct Client Satisfaction Improvement Study for quarters one, two and three of 2010–11	62,502	Panel	C
Orbis Associates	Review of Austrade onshore operations	175,000	Open tender	B/C
Nous Group Pty Ltd	Support a review of Austrade onshore operations	203,537	Open tender	B/C
Mayko Trading Pty Ltd T/A Bialto Consulting	Scope requirements and develop framework for website on financial services industry in Australia	31,240	Direct sourcing	B
OBS Pty Ltd	Analysis and envisioning of Austrade intranet replacement	74,382	Select tender	A
Statecraft	Preparation of detailed education case studies	53,460	Panel	B
The Cape Group Pty Ltd	Research leading global practices in capability frameworks and identify practices and models appropriate for Austrade	25,126	Direct sourcing	A
Outram Associates	Design, develop and deliver ministerial writing learning programs	25,771	Direct sourcing	B

Appendix H

Financial and staffing resources

Appendix Table H1: Agency resource statement 2010–11

	Actual available appropriations for 2010–11 (\$'000)	Payments made 2010–11 (\$'000)	Balance remaining ^a (\$'000)
	(a)	(b)	(a–b)
Ordinary annual services			
Departmental appropriation			
Prior year departmental appropriation	33,959	8,250	25,709
Departmental appropriation	198,315	171,511	26,804
Section 31 relevant agency receipts	25,458	25,458	–
Total	257,732	205,219	52,513
Administered expenses			
Outcome 1	153,098	150,740	2,358
Total	153,098	150,740	2,358
Total ordinary annual services	410,830	355,959	54,871
Departmental non-operating			
Equity injections (current and prior years)	7,821	1,830	5,991
Previous years' outputs	–	–	–
Total	7,821	1,830	5,991
Total Net Resourcing for Austrade	418,651	357,789	60,862

(a) The balance remaining includes amounts yet to be reduced by Finance Minister's determinations (in accordance with Finance Minister's Orders Division 101) totalling \$10.526 million from departmental operating. This amount will not be available to the Australian Trade Commission following the determinations.

Appendix Table H2: Resources for outcomes

Expenses and resources for Outcome 1			
Outcome 1: Advance Australia's trade and investment interests through information, advice and services to businesses, industry and governments	Budget 2010–11^a (\$'000)	Actual 2010–11 (\$'000)	Variation
Program 1.1: Trade and investment development			
Departmental expenses			
Ordinary annual services (Appropriation Bill No. 1) ^b	174,448	164,925	(9,523)
Revenue from independent sources (section 31)	23,650	22,417	(1,233)
Expenses not requiring appropriation in the budget year	16,429	16,971	542
Total for Program 1.1	214,527	204,313	(10,214)
Program 1.2: Administered – trade development schemes (EMDG)			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1) ^c	150,400	139,626	(10,774)
Expenses not requiring appropriation in the budget year	–	5,764	5,764
Total for Program 1.2	150,400	145,390	(5,010)
Total expenses for Outcome 1	364,927	349,703	(15,224)
Average staffing level	1,009	1,027	18
Expenses and resources for Outcome 2			
Outcome 2: The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas	Budget 2010–11 (\$'000)	Actual 2010–11 (\$'000)	Variation
Program 2.1: Consular and passport services			
Departmental expenses			
Ordinary annual services (Appropriation Bill No. 1) ^b	9,419	9,179	(240)
Revenue from independent sources (section 31)	2,350	4,163	1,813
Expenses not requiring appropriation in the budget year	–	1,197	1,197
Total for Program 2.1	11,769	14,539	2,770
Total expenses for Outcome 2	11,769	14,539	2,770
Average staffing level	52	50	(2)

Notes:

(a) Full-year budget.

(b) Excludes departmental capital budget.

(c) The EMDG scheme expended the \$150.4 million appropriated on grants and administration in the 2010–11 financial year. The amounts shown in the table reflect the accrual position in each year.

Appendix I

Ecologically sustainable development and environmental performance

Austrade's performance with respect to the requirements of section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* is summarised below.

Effects of Austrade's activities on the environment in 2010–11

During 2010–11, Austrade continued to demonstrate its commitment to sound environmental practices in its operations, both in Australia and overseas.

Austrade established an Environmental Working Group with representation from both Australia and overseas. This working group, chaired by the Deputy CEO, will support an agency-wide, global approach to Austrade's environmental sustainability activities and develop practical strategies for longer-term action. The working group has established an online collaborative forum, 'Green Space', providing an opportunity for all Austrade staff to make suggestions, share ideas and see progress of environmental activities.

Energy

Earth Hour

Austrade coordinated the participation of 59 offices across Australia and overseas as part of Earth Hour 2011. This was the second year of global participation by Austrade, after having previously participated within Australia. Where practical, many of these offices switched off their lights, printers and photocopiers for the weekend of 26 and 27 March. Staff also received advice on how they could participate personally in Earth Hour as well as through their office activity.

Energy consumption

Austrade reported energy consumption in its Australian operations as required by the Energy Efficiency in Government Operations Policy. The *Energy use in the Australian Government's operations report 2007–08*, released in December 2009, outlines the levels of energy usage and emissions for the Australian Government, at both a whole-of-government and an individual agency level. During 2009–10, Austrade's total electrical energy consumption as a tenant was 1,058,710 kilowatt hours.

Austrade continued with existing approaches to minimise its environmental impact, including purchasing 10 per cent green power for its computer centres in its Canberra office, duplex printing and copying as the default option and establishing recycling systems for a range of office supplies and consumables.

During the year, Austrade completed implementation of a Software, Workstation and Printer Program (SWAPP) as part of a five-year ICT energy management plan for 2010–15. SWAPP included specific green IT initiatives to provide Austrade staff with more energy-efficient equipment, technology and tools. Video and web conferencing enhancements were also implemented. The use of videoconferencing facilities across Austrade's global operations increased by 12 per cent from 39,949 hours in 2009–10 to approximately 44,743 hours in 2010–11.

Waste

Austrade's Canberra office has established approaches for minimising its environmental impact and reducing waste. These practices include setting duplex printing and copying as the default option and establishing recycling systems within both the workspace and staff kitchens.

Building managers throughout the Austrade network continue to work with building owners to identify mechanisms to reduce waste and implement better practice initiatives.

Water

Austrade Head Office–Sydney

In December 2010, Austrade's head office in Sydney confirmed environmental sustainability activities related to carpet care and maintenance had saved 7,597 litres of water, 1,063 megajoules of energy and 0.37 tons of CO₂ for the year. This equates to a total saving of 37,010 litres of water, 5,180 megajoules of energy and 1.82 tons of CO₂ saved for the five years 2005–10.

Water consumption is more difficult to measure on a broader scale for Austrade as most Austrade tenancies are not separately metered for water consumption. Where possible, Austrade facility and property managers have worked with building owners to install dual-flush toilets and flow restrictors on taps. Austrade's Environmental Working Group is identifying other ecologically sustainable actions, including further initiatives for water conservation.

Accordance of Austrade activities and administration of legislation with principles of ecologically sustainable development

Austrade operates under the *Australian Trade Commission Act 1985* and administers the Export Market Development Grants scheme pursuant to the *Export Market Development Grants Act 1997*. While neither Act makes specific reference to ecologically sustainable development or sustainability principles, Austrade adheres to government policy and ministerial directives on sustainable global trade.

Appendix J

Advertising and market research

Commonwealth agencies are required to report payments for advertising and market research over a certain threshold, which in 2010–11 was \$11,500 (including GST). Appendix Table J1 shows total advertising and market research expenditure for the year. Individual payments in each category that were over the threshold are detailed in the appendix tables J2, J3 and J4.

Appendix Table J1: Total advertising and market research expenditure

Description	Value (\$ including GST)
Advertising agencies	26,919.14
Market research organisations	607,244.35
Polling organisations	Nil
Direct mail organisations	41,417.14
Media advertising organisations	1,101,604.10
Total	1,777,184.72

Appendix Table J2: Payments over \$11,500 to advertising agencies

Agency/organisation	Description	Value (\$ including GST)
M&C Saatchi	Education advertising <i>Future Unlimited</i> creative	16,720.00
Total		16,720.00

Appendix Table J3: Payments over \$11,500 to market research organisations

Agency/organisation	Description	Value (\$ including GST)
Nomura Sogo Kenkyusho	Japanese FDI trend survey	12,000.00
Nomura Sogo Kenkyusho	Japanese FDI trend survey	24,000.00
Prospect Research and Marketing	Education brand research	23,727.00
Wallis Consulting Group Pty Ltd	Client Service Improvement Survey	30,283.00
Wallis Consulting Group Pty Ltd	Client Service Improvement Survey	38,170.00
AMR Interactive (payment 1)	Brand Australia – country reputation report	73,700.00
AMR Interactive (payment 2)	Brand Australia – country reputation report	73,700.00
Arata Kansahojin	Japanese financial market research	48,000.00
Lowy Institute	Opinions surveys; preparation of country summaries	49,500.00
PricewaterhouseCoopers (payment 1)	Gap analysis report – water and solar industries	14,300.00
PricewaterhouseCoopers (payment 2)	Gap analysis report – water and solar industries	14,300.00
PricewaterhouseCoopers	Vietnam tax services research	19,602.00
Spire Research and Consulting	Australian education research	13,581.00
Bank of China	China design services market research	21,281.00
Bank of China	China sports industry research	12,628.00
Bank of China	China social media research	17,056.00
Student Tours S.R.O.	Czech education research	21,128.00
Total		506,956.00

Appendix Table J4: Payments over \$11,500 to media advertising organisations

Agency/organisation	Description	Value (\$ including GST)
Adcorp Australia Ltd	General recruitment advertisements	12,387.69
Adcorp Australia Ltd	Disaster relief advertisements	18,728.95
Adcorp Australia Ltd	Australian Export Awards winners announced – advertisement	20,629.57
Adcorp Australia Ltd	General recruitment advertisements	35,097.72
Asatsu	Advertisements in <i>Straits Times</i>	18,897.85
Australia China Connections	Advertising in <i>Australia China Connections</i> magazine	18,150.00
Bennett, Coleman & Co Ltd	Study in Australia advertisements	42,430.91
Bennett, Coleman & Co Ltd	Study in Australia advertisements	43,538.63
Mass Communications Ltd	Study in Australia advertisements	14,958.69
Mass Communications Ltd	Study in Australia advertisements	29,373.17
Talent2 Works Pty Ltd	Recruitment – executive search advertisement	13,750.00
Telstra	<i>White Pages</i> listings	12,042.00
Telstra	<i>White Pages</i> listings	12,684.00
Telstra	<i>White Pages</i> listings	13,686.00
Unit 83 Advertising Inc	Australian Education Showcase advertisements	49,673.00
Universal McCann	Australian Export Awards applications open – online advertisements	25,426.00
Universal McCann	Brand Australia <i>The Economist</i> advertisement	147,984.00
Total		529,438.18

Note: All amounts are reported at budget exchange rates.

No payments over \$11,500 (including GST) were made to polling organisations or direct mail organisations in 2010–11.

Appendix K

List of requirements

This list is prepared in accordance with the *Requirements for Annual Reports for Departments, Executive Agencies and FMA Act Bodies* approved by the Joint Committee of Public Accounts and Audit on 8 July 2011.

Description	Page	Requirement
Letter of transmittal	ii	Mandatory
Table of contents	iii	Mandatory
Index	203	Mandatory
Glossary (Abbreviations and acronyms)	201	Mandatory
Contact officer(s)	inside front cover	Mandatory
Internet homepage address and internet address for report	inside front cover	Mandatory
Review by the Chief Executive Officer		
Review by CEO	2–3	Mandatory
Summary of significant issues and developments	i, 2–3	Suggested
Overview of agency's performance and financial results	inside front cover, 11, 32, 40, 45, 54, 60, 65, 71, 82, 104, 190–191	Suggested
Outlook for following year	2–3	Suggested
Significant issues and developments – portfolio	n/a	Portfolio departments – suggested
Agency overview		
Role and functions	5	Mandatory
Organisational structure	4	Mandatory
Outcome and program structure	8	Mandatory
Where outcome and program structures differ from Portfolio Budget Statements (PBS)/Portfolio Additional Estimates Statements (PAES) or other portfolio statements accompanying any other additional appropriation bills (other portfolio statements), details of variation and reasons for change	n/a	Mandatory
Portfolio structure	5	Portfolio departments – mandatory

Description	Page	Requirement
Report on performance		
Review of performance during the year in relation to programs and contribution to outcomes	9–84	Mandatory
Actual performance in relation to deliverables and KPIs set out in PBS/PAES or other portfolio statements	11, 32, 40, 45, 54, 60, 65, 71, 82	Mandatory
Where performance targets differ from the PBS/PAES, details of both former and new targets, and reasons for the change	n/a	Mandatory
Narrative discussion and analysis of performance	9–84	Mandatory
Trend information	inside front cover, 54, 71–72, 75, 101, 104, 166–170	Mandatory
Performance of purchaser/provider arrangements	63	If applicable, suggested
Significant changes in nature of principal functions/services	i, 2–3, 5, 40, 86, 171–178	Suggested
Factors, events or trends influencing departmental performance	14, 19, 36, 54–55, 66	Suggested
Contribution of risk management in achieving objectives	77–78, 87, 90–92	Suggested
Social inclusion outcomes	n/a	If applicable, mandatory
Performance against service charter customer service standards, complaints data, and the agency's response to complaints	65, 69, 182–183	If applicable, mandatory
Discussion and analysis of the agency's financial performance	103–164, 190–191	Mandatory
Discussion of any significant changes from the prior year or from budget	i, 2–3, 5, 40, 86, 171–178	Suggested
Agency resource statement and summary resource tables by outcomes	190–191	Mandatory
Developments since the end of the financial year that have affected or may significantly affect the agency's operations or financial results in future	i, 2–3, 5, 86, 171–178	If applicable, mandatory
Management accountability		
Corporate governance		
Agency heads are required to certify that their agency complies with the Commonwealth Fraud Control Guidelines	92	Mandatory
Statement of the main corporate governance practices in place	86–92	Mandatory
Names of the senior executive and their responsibilities	87–88	Suggested

Description	Page	Requirement
Senior management committees and their roles	90	Suggested
Corporate and operational planning and associated performance reporting and review	88–89	Suggested
Approach adopted to identifying areas of significant financial or operational risk	91–92	Suggested
Policy and practices on the establishment and maintenance of appropriate ethical standards	98	Suggested
How nature and amount of remuneration for SES officers is determined	94–95	Suggested
External scrutiny		
Significant developments in external scrutiny	92	Mandatory
Judicial decisions and decisions of administrative tribunals	78, 92	Mandatory
Reports by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman	92	Mandatory
Management of human resources		
Assessment of effectiveness in managing and developing human resources to achieve agency objectives	93–98	Mandatory
Workforce planning, staff turnover and retention	93	Suggested
Impact and features of enterprise or collective agreements, individual flexibility arrangements (IFAs), determinations, common law contracts and Australian Workplace Agreements (AWAs)	94	Suggested
Training and development undertaken and its impact	93–94	Suggested
Occupational health and safety performance	97, 186–187	Suggested
Productivity gains	n/a	Suggested
Statistics on staffing	inside front cover, 166–170, 190–191	Mandatory
Enterprise or collective agreements, IFAs, determinations, common law contracts and AWAs	94, 170	Mandatory
Performance pay	94–95	Mandatory
Assets management		
Assessment of effectiveness of assets management	98–99, 104	If applicable, mandatory
Purchasing		
Assessment of purchasing against core policies and principles	100	Mandatory

Description	Page	Requirement
Consultants		
The annual report must include a summary statement detailing the number of new consultancy services contracts let during the year; the total actual expenditure on all new consultancy contracts let during the year (inclusive of GST); the number of ongoing consultancy contracts that were active in the reporting year; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST). The annual report must include a statement noting that information on contracts and consultancies is available through the AusTender website. (Additional information as in Attachment D to be available on the internet or published as an appendix to the report. Information must be presented in accordance with the pro forma as set out in Attachment D.)	100–101	Mandatory
Australian National Audit Office access clauses		
Absence of provisions in contracts allowing access by the Auditor-General	100	Mandatory
Exempt contracts		
Contracts exempt from AusTender	100	Mandatory
Financial statements		
Financial statements	103–164	Mandatory
Other mandatory information		
Occupational health and safety (section 74 of the <i>Occupational Health and Safety Act 1991</i>)	97, 186–187	Mandatory
Freedom of information from the period 1 July 2010 to 30 April 2011 inclusive (see terms of subsection 8(1) of the <i>Freedom of Information Act 1982</i> as it existed prior to 1 May 2011)	92, 184–185	Mandatory
Advertising and market research (section 311A of the <i>Commonwealth Electoral Act 1918</i>) and statement on advertising campaigns	194–195	Mandatory
Ecologically sustainable development and environmental performance (section 516A of the <i>Environment Protection and Biodiversity Conservation Act 1999</i>)	192–193	Mandatory
Grant programs	n/a	Mandatory
Disability reporting – explicit and transparent reference to agency-level information available through other reporting mechanisms	97–98	Mandatory
Correction of material errors in previous annual report	n/a	If applicable, mandatory
List of requirements	197–200	Mandatory