



NSW Department of Commerce
June 2006

Notes

(1) Names in *italics* indicate a key function performed in the structure. They do not necessarily represent positions.

Commerce Executive at 30 June 2006

Michael Coutts-Trotter

Director-General

Michael Coutts-Trotter was appointed Director-General of the Department of Commerce on 27 September 2004. Prior to his appointment he had served as chief of staff to the NSW Treasurer for six years. Michael worked in public affairs before joining government.

Lyn Baker

Deputy Director-General and Commissioner, Office of Fair Trading

Lyn Baker was appointed Commissioner for Fair Trading on 8 November 2005. She has worked in the New South Wales public sector for over 20 years, including senior executive roles with the Attorney-General's Department, the Department of Housing, and the NSW Public Service Board. Lyn's career focus has been on organisational development and customer service. Prior to her appointment as Commissioner for Fair Trading she was Assistant Commissioner, Customer and Property Services for three years. During her six years at Fair Trading Lyn has held various senior strategic roles involving licensing, compliance and customer service.

Paul Hopkins

Deputy Director-General, Office of NSW Procurement

Paul Hopkins has over 25 years' experience in procurement management in Australia and overseas, ranging from manufacturing, importing/exporting to financial services and government. Prior to his appointment to the Department of Commerce in 2003, Paul worked for a range of companies including BHP, Qantas, St George Bank, the Southern Sydney Region of Councils and entities and consulted with PriceWaterhouseCoopers.

Alastair Hunter

Chief Financial Officer

Alastair Hunter was appointed Chief Financial Officer of the Department of Commerce in January 2005. Prior to that he was the Senior Director, Financial Management and Reporting with NSW Treasury responsible for the NSW State Budget; accounting policy and financial management reform. He has 20 years' experience in the public and private sectors.

Pat Manser

Deputy Director-General, Office of Industrial Relations

Pat Manser was appointed Deputy Director-General of the former Department of Industrial Relations in June 2001. She joined the Department in 1998 after working at the Australian Broadcasting Authority. Formerly, Pat worked for the New South Wales Board of Adult Education, taught business administration in TAFE and was a Research Editor for the Macquarie Dictionary.

Alan Marsh

Deputy Director-General, Office of Public Works and Services

Alan Marsh joined the Department of Commerce in February 2004. He has over 26 years' experience in government administration in agencies, including Premier's Department, Olympic Coordination Authority, Public Works Department and as Chief Executive Officer, Darling Harbour Authority. Alan also worked for eight years for non-government entities, including Sydney Organising Committee for the Olympic Games (SOCOG) and a major facilities management company.

Elizabeth Zealand

Director, Corporate Services and Review

Elizabeth Zealand brings strong commercial experience in service industries in government and the private sector. She joined the NSW Government in 1998 as Corporate Marketing Manager with the NSW Department of Public Works and Services, and has also held roles as General Manager, Commercial Business and Group General Manager, State Business Services. In the latter role she completed the successful transition of the Government Printing Service, State Mail and Q Stores to the marketplace, following a review of core business for the Department.

Changes to the Executive during 2005/06

David O'Connor

Deputy Director-General and Commissioner, Office of Fair Trading

Retired 7 October 2005

Senior Executive Service remuneration

Michael Coutts-Trotter

Level	SES Level 8
Position	Director-General, NSW Department of Commerce
Remuneration	\$335,201

2005/06 highlights

- Met or exceeded 32 of the 37 performance targets in his performance agreement as Director-General of the Department of Commerce.
- Of the targets not achieved, all were acceptably close the anticipated result. More information about performance is available throughout the annual report but particularly at page 1.
- Continued the development of the Department of Commerce as a single organisation with a shared culture of service to the community by leading the Commerce Executive and supporting, encouraging, directing and, very occasionally, correcting, other staff of Commerce.

Lyn Baker

Level	SES Level 6
Position	Commissioner for Fair Trading, Deputy Director-General, Department of Commerce
Remuneration	\$250,000
Appointed	8 November 2005

2005/06 Highlights

Achieved outcomes of Performance Agreement as Deputy Director-General, Department of Commerce and Commissioner for Fair Trading. Managed all aspects of the Office of Fair Trading including meeting savings targets and complying with statutory requirements. Successfully addressed significant review projects including:

- Optimal Regulatory Model - to determine whether/which fair trading regulatory responsibilities can be reallocated between NSW and Commonwealth jurisdictions
- Cost Effective Compliance - to review compliance and enforcement strategies to ensure achievement of cost effective outcomes
- Service Channel Review - to examine provision of service through electronic and traditional channels based on changing community needs
- Home Building Service - to review of all aspects of home building licensing including: licence types, eligibility, fees, entry requirements and performance management of licence holders.

Brian Baker

Level	SES level 5
Position	Group General Manager, Project Management
Remuneration	\$237,790

2005/06 highlights

- Management of Commerce's service to the Department of Education and Training for the planning and delivery of the Program of Capital Works, including \$147 million of major capital works, \$43 million of minor capital works and administration of maintenance contracts valued at \$70 million
- Management of Commerce's service provision of projects and program delivery with an aggregated value of \$501 million. Client agencies include NSW Police, Department of Corrective Services, Attorney General's, Department of Energy, Utilities and Sustainability, Sydney Catchment Authority, Department of Education and Training and various local government authorities

- Alignment of Project Management's service delivery with NSW Treasury's Capital Works Procurement Policy
- Leadership in improved business practices directed towards customer satisfaction with services provided by Project Management through stronger focused management practices of business risks, project budget and time management
- Leadership of business efficiency improvement for Property Valuation Services
- Effective service to government provided through management of and input to strategic projects.

Paul Edgecumbe

Level: SES 5
Position: Government Chief Information Officer
Remuneration: \$257,796 (including recruitment allowance)

2005/06 highlights

- Establishment of the *CIO Executive Council* as the principal forum providing executive level government ICT leadership and decision-making. The Council is also responsible for making recommendations on ICT policy to support implementation of the *NSW Government ICT Strategic Executive Plan*
- Oversaw the implementation of the *NSW Government ICT Strategic Executive Plan* which sets the strategic directions and priorities for a coordinated approach to Government ICT planning and expenditure
- Oversaw the continuing development and implementation of across government information and communications technology strategies
- Ongoing management and development of a number of NSW Government electronic service delivery programs, including the NSW Government online portal (www.nsw.gov.au), ChannelNSW, Government Directory, and shop.nsw
- Ongoing management of mobile radio communications, including the Government Radio Network (GRN) and Mobile Data Radio Service (MDRS)
- Oversaw the introduction and ongoing implementation of a number of major projects identified in the Long Term Radio strategy. This strategy sets out a 15-year program for the development of wireless/radio services in NSW
- Ongoing management and development of the Government Licensing Project, a state-of-the-art business and occupational licensing system that will replace over 40 existing licensing systems used by government. The project is one of the State's largest and most complex computing projects, estimated to save \$70 million in technology infrastructure over a ten-year period and servicing potentially over 3.7 million licence and registration holders
- Managed the Government Broadband Service consisting of a core network connecting 24 major rural and regional centres and Government agencies through 26 network access points
- Involved in the establishment of the new Government Telecommunications Agreements, implementing a new aggregated approach to buying telecommunications services and equipment for government agencies. This approach will achieve significant savings for Government and streamline procurement processes by developing common criteria for products and services and rationalising the range of service providers.

Paul Hopkins

Level SES 5
 Position: Deputy Director-General, Office of NSW Procurement
 Remuneration: \$257,120 (including recruitment allowance)

2005/06 highlights

- Integrated five separate business units into a new single NSW Procurement with a new business and operating model with client agency focus
- Oversaw cost management savings to NSW Government of \$595 million through services delivered by NSW Procurement
- Achieved State Contracts utilisation to \$3.41B or nearly 29 per cent of Government's Goods and Services expenditure
- Introduced Strategic Sourcing function and program of sector-wide procurement consultancy identifying \$135 million in savings opportunities for agencies
- Oversaw structural review of NSW Procurement Contracting Services reducing operating costs by 40 per cent
- Oversaw enrolment of 11 new agencies onto smartbuy® electronic procurement system, achieving milestone of over \$100 million transacted
- Oversaw a three-fold increase in sector use of eTendering services, listing 1,373 tenders
- Introduced strategic review service and peer review process for agencies' campaign advertising improving cost effectiveness
- Introduced, in conjunction with Premier's Department, advertising strategies reducing media and production costs to agencies of over \$2 million
- Oversaw reduction in contract disputation for construction procurement to 14 per cent of claim by developing increased agency use of the NSW Default Procurement System risk management services
- Oversaw growth of Gateway Review process for capital projects, improving government project planning to deliver improved outcomes for time and budget. 32 reviews completed covering \$3.2 billion government capital expenditure
- Introduced Integrated Stakeholder Performance Review to government construction projects, improving communications and service delivery between client, manager and supplier and improving built assets quality standards
- Commenced implementation of Agency Accreditation Scheme and Procurement Skills Certification Program for Goods and Services and ICT procurement across government
- Oversaw GCIO operations.

Alastair Hunter

Level SES Level 5
 Position: Chief Financial Officer
 Remuneration: \$234,000

2005/06 highlights

- Responsible for the oversight of all financial matters relating to the Department
- Successfully administered the finances of the Department to ensure that the 2005-06 budget was achieved
- Oversaw the implementation of a significant cost reduction program in response to Departmental and Government requirements
- Oversaw the preparation of the Department's consolidated financial statements which resulted in an unqualified audit report
- Initiated a new strategic budget process for 2006-07 to ensure the Department's financial plan underpinned the organisation's Results and Services Plan and was supported by our Asset, ICT and People plans
- Oversaw the preparation of the 2006-07 budget reflecting further cost saving strategies and improved efficiencies generally.

Pat Manser

Level: SES Level 5
Position: Deputy Director-General, Office of Industrial Relations
Remuneration: \$228,800

2005/06 Highlights

- Management of all States and Territories' submission to Senate re federal Work Choices legislation
- First 'Fair Go' conference bringing various levels of debate into public focus (300 + attendees)
- Development of NSW legislative strategy to mitigate effects of Work Choices where possible
- Coordination with PEO for consistency in treatment of employment matters
- Appearance before NSW Parliamentary Inquiry into impact of Work Choices on NSW workers
- Conduct of 'business as usual' for State employees; major changes to advice and information for those newly covered by federal legislation
- Support to/development of staff of OIR in light of anticipated changes
- Provision of high quality, speedy advice to Minister and Director-General, especially in relation to federal changes

Alan Marsh

Level: SES Level 6
Position: Deputy Director-General, Office of Public Works and Services
Remuneration: \$267,255

2005/06 highlights

- Managed all aspects of Office of Public Works and Services including governance, compliance with regulatory requirements, establishment of contracts and risk management
- Managed improvements to service, projects delivery and implemented strategies to improve value to NSW Government
- Oversaw the delivery or progression of key projects, such as Sydney Catchment Authority projects, finalisation and implementation of the new contract for cleaning and facilities management, assistance to other agencies in drought management and commemoration of 'Sesquicentenary of Responsible Government'
- Oversaw establishment of management boards for Sustainable Water Solutions and StateFleet
- Established Deputy Directors General Safety Committee and introduced monthly reporting of risks into monthly management reports
- Set business requirements for implementation of new Enterprise Resource Planning system.

Peter Mould

Level: SES Level 5
Positions: NSW Government Architect and General Manager, Government Architect's Office
Remuneration: \$206,101
Appointed: 15 February 2006

2005/06 highlights

- Influenced city planning and architecture through membership on the Central Sydney Planning Committee and the Sydney Harbour Design Review Panel
- Influenced attitudes to heritage buildings through membership of the Heritage Council of NSW and Heritage Approvals Committee and Opera House Conservation Committee
- Contributed to the profession through membership of NSW Architects Registration Board
- Involved in major capital projects including the Bathurst, Orange, Bloomfield Hospitals redevelopment, schools, police stations and courthouses
- Developed association with interstate counterparts through the Government Architect's Network Australia.

Rod Stowe

Level SES Level 5
 Position Deputy Commissioner for Fair Trading, Office of Fair Trading, NSW
 Department of Commerce
 Remuneration \$221,950

2005/06 Highlights

Successfully addressed the priority projects and outcomes of performance agreement as Deputy Commissioner, Office of Fair Trading, Department of Commerce by leading the implementation of a number of significant strategies, and managed aspects of Office of Fair Trading, including:

- developing and reviewing legislation in line with government policies
- providing policy advice to the Minister and Commissioner
- managing strategic projects with a whole-of-organisation and whole-of-government focus
- providing information and education programs to help consumers make sound purchasing decisions and for the business sector to trade fairly.

Elizabeth Zealand

Level: SES 5
 Position: Director, Corporate Services and Review
 Remuneration: \$221,676

2005/06 highlights

- Integrated strategic and operation corporate services streams and recruited to new structure
- Established consolidated program office for the migration of Department to one Enterprise Resource Planning (ERP) program, namely SAP
- Go-live of Phase 1 and 2 of ERP project
- Strategic Sourcing initiatives identified over \$2million in savings 05/06
- Establishment of Procurement unit to oversee electronic procure to pay, smartbuy integration, procurement policies and savings initiatives
- Further reduced costs of Corporate Services
- Implemented ongoing customer service improvement program
- Participation in key whole of government strategic reviews.

Changes to positions in 2005/06**David O'Connor**

Level SES Level 6
 Positions Commissioner for Fair Trading, Deputy Director-General, Office of Fair Trading, NSW Department of Commerce
 Remuneration \$246,900 plus Recruitment Allowance \$26,000 plus Additional Responsibility allowance of \$10,000 paid from 24 March 2004
 Retired 7 October 2005

Chris Johnson

Level SES Level 5
 Position NSW Government Architect and General Manager, Government Architect's Office
 Remuneration \$ 205,487
 Resigned 16 July 2005

Employment statistics

Table A (Full Time Equivalent)

Category	At 30 June 2003 ¹	At 30 June 2004 ¹	At 30 June 2005 ¹	At 30 June 2006 ¹
Chairpersons	6	6	6	6
Clerical Assistant	2	12	2	2
Clerical Officer	51	48	43	45
Clerk	1187	3,028	2,613	2,517
Legal Officer	28	30	24	24
Professional		249	232	244
Project		9	7	4
Senior Executive Service	64	55	55 ⁴	44.80⁴
Senior Management		68	62	50
Senior Officer	17	60	69	86
Technical		22	29	24.80
Wages		182	153	131
Librarian/Library Technicians	1			
Other	2617 ²			
Total	3,973	3,769 ³	3,289 ⁵	3,174.46⁵

Notes Table A

1. Full time equivalent staff (excluding Casuals, Contractor/Agency staff, Statutory Appointments, Trustees, Council Committee Members, staff on Secondment to other agencies and staff on long term LWOP)
2. 2003/04 employment statistics for the Offices of Information and Communications Technology, Government Procurement, Government Business and Strategic Management and Corporate Support were categorised on a different basis, not allowing for year-to-year comparisons.
3. As at 30 June 2004 - 20 staff who had accepted offers of voluntary redundancy but had not exited from the Department
4. Amount includes 6 unattached SES staff
5. Total does not include Chairpersons

Table B (Headcount)

Senior Executive Service positions by level	At 30 June 2005	At 30 June 2006
8	1	1
7	-	-
6	2	2
5	5	8
4	9	5
3	13	15*
2	13	10
1	6	4
Total	49#	46
Positions filled by women	10	12*
Unattached staff #	6	1

Notes Table B

Headcount includes staff on secondment to other agencies and staff on long term unpaid leave.

Unattached staff not included in total of 49 at 30 June 2005

* Includes temporary SES Officer Level 3 with CTTT

Equity and diversity

Our community

The Department of Commerce has a diverse workforce, with a broad range of skills, knowledge and experience contributing directly to service delivery and business effectiveness.

To lift organisational performance and improve client service, Commerce:

- includes diversity in how we do business
- ensures social and cultural diversity of our community is reflected in all aspects of employment and service delivery
- provides clients with fair access to our services.

Employment equity

Commerce developed an Equal Employment Opportunity (EEO) Management Plan for 2005/08, which includes strategies to enhance equal employment opportunity for all staff. Specific strategies for people with disabilities, Aboriginal people, women and people from culturally and linguistically diverse backgrounds are explained below.

Through our Intranet, regular broadcast emails and Commerce's internal newsletter, *Communiqué*, we provide staff with information on child-care options, elder care, career planning, diversity and equity plans and reports, guidelines on producing information and publications so they are accessible to different diversity groups, language aides list, merit selection, support networks for EEO groups and community contacts.

Achievements during the year included:

- An increase in the overall representation of women in Commerce's workforce from 41 per cent in 2005 to 42 per cent in 2006, with 32.1 per cent being grade 7/8 or above
- Implementing a staff survey to explore staff childcare arrangements so that the Department may best address the needs of people with childcare responsibilities and subsidising the government-developed Nanbaree Childcare Centre to which three staff send their children
- Commerce hosted an across public sector Senior Women's Network meeting

- An increase in response rate to the Commerce EEO Survey from 80 per cent to 87 per cent
- NSW Procurement has established an Equity and Diversity Working Group to identify and recommend strategies to achieve better EEO outcomes and contribute to the development of its People Management Plan.

Commerce supports members of the EEO groups by sponsoring work-based networks, including the Spokeswomen's Network, the Aboriginal and Torres Strait Islander Network and the Disability Network. These meet on a regular basis to support staff, provide skills development and to encourage consultation on issues that affect staff and clients.

Our goals for the coming year are to implement the strategies contained in our diversity and equity plans, continue building on the success of the Indigenous Employment Strategy, promote Commerce as an employer of choice by ensuring Commerce has flexible employment arrangements and work/life balance initiatives that will attract and retain a diverse range of people, develop a support network for staff from culturally and linguistically diverse backgrounds, and further develop the Spokeswomen's Program.

Women

Commerce is committed to improving service provision to Commerce's female clients throughout NSW and to increasing the equity of women in the workplace and has included strategies in the NSW Women's Policy Statement.

During the year, the Office of Industrial Relations continued to produce brochures and Internet information that targets or significantly impacts on women in the workplace, as well as conducting workshops and information sessions. The Women's Equity Bureau has developed an online survey on work/life balance for employers and employees and is working in partnership with government agencies through the Australian Research Council on two projects: Parental Leave; and Negotiating, Caring and Employment.

The Office of Fair Trading continues to publish information on product standards, finance, scams and trade practices and conducts information sessions for women on consumer areas that have an impact on them. Fair Trading funds community-based advisory services on tenancy and financial counselling and has strategies to increase the number of women appointed to the Office's advisory committees.

Commerce continues to address the issues of women in the workplace:

- It has promoted the employment of women in non-traditional occupations. In the last two years, women have made up half of the graduates employed in Project Management so there are now 39 women working as project managers or officers. A diversified structure in Sustainable Water Solutions has increased the numbers of women employed, one of whom continues her role as President of the Australian Water Association's NSW branch.
- Women make up 42 per cent of members of Commerce's advisory councils and boards.
- A number of skills development courses for women have been organised within Commerce. The Internet webpage was enhanced with information to encourage women to apply for positions in Commerce.
- In the past 12 months, a three year strategic plan was developed for the Spokeswomen's Program and the Spokeswomen organised conferences for International Women's Day with the theme "Inspiring Potential: Women Stepping Up".
- Senior women in Commerce have participated as mentors in more than seven placements for third year university students as part of the Lucy mentoring program.

People with disabilities

A Disability Action Plan was developed for 2006/08 and included strategies on disability access, promoting positive attitudes, learning and development, information about services, employment and dealing with complaints.

Achievements included:

- Access audits conducted on 16 buildings owned and leased by Commerce to ensure compliance with relevant discrimination legislation and standards
- StateFleet supported the NSW Wheelchair Sports Association by providing modified vehicles for use at various sporting events

- Our reasonable adjustment policy provided financial assistance to staff with disabilities to help meet the cost of buying personal equipment and having technical aids and equipment in the workplace
- Providing Job Support to staff with a disability who had undergone a job redesign
- Telephone typewriters (TTY) were provided in several operational areas so that clients who are deaf or have speech or hearing impairments can access Commerce's services
- Information about our services and facilities was provided to the community in formats that met the communication needs of people with disabilities and Commerce's websites were reviewed to ensure they complied with relevant web accessibility guidelines
- One staff member is an accredited Language Aide in Auslan for communicating with clients who have a hearing disability
- Sign language interpreters were provided for staff with a hearing disability at the Disability Network and other meetings
- Our Disability Network continues to provide staff with a disability and staff with an interest in disability issues a forum to share information about relevant issues
- Commerce helped sponsor the NSW campaign for International Day for People with a Disability.

Aboriginal and Torres Strait Islander people

Commerce continued to provide better and more accessible services to Aboriginal and Torres Strait Islander communities in 2005/06.

- The Office of Fair Trading employs 11 Aboriginal officers across the State who provide face-to-face service delivery to Aboriginal communities and organisations. The Office of Fair Trading:
 - Participates in the development of a National Indigenous Consumer Strategy and is providing benchmarks to the other states with its Indigenous Employment Strategy, Fair Trading's Aboriginal Action Plan and its Indigenous programs
 - Delivers consumer information programs, including Kooris and Cars, formation of cooperatives and tenancy.
 - Provides publications and promotional items targeting Aboriginal communities
 - Sponsors major Indigenous events, including the Gosford Aboriginal Art Competition, Koori Knockout Perpetual Trophies, Indigenous Business Breakfast, Dubbo Indigenous Family Fun Day, NAIDOC and Reconciliation Week events in the regions.
- The Office of Industrial Relations provides advice and information on employment matters to employers, employees and land councils through community forums, regularly distributing the newsletter Two Rivers, and providing updates to the employment manual Aboriginal and Torres Strait Islanders Employment Information Kit
- The Office of Public Works and Services sponsors an annual prize for one Indigenous student in the Australian Indigenous Engineering Summer School
- The Office of Public Works and Services program manages the Aboriginal Community Development Program for the Department of Aboriginal Affairs. This program improves public housing for Aboriginal people, improves sustainability, local governance and increases jobs. Fifteen Aboriginal Building Companies have been established which have created 250 jobs over 4 years. Two hundred and twenty two apprentices/trainees have commenced, with 70 graduating and 110 still participating
- NSW Procurement chairs the Aboriginal Participation in Construction Guidelines Group, comprising members of a range of NSW agencies and the Department of Employment and Workplace Relations to improve the opportunity for Indigenous employment on NSW government construction projects.

Indigenous employment in Commerce

Commerce developed an Indigenous Employment Strategy for 2005-2008 that targets three per cent employment of Aboriginal and Torres Strait Islander staff by 2008. This includes establishing six cadetships, nine positions under the Elsa Dixon Aboriginal Employment Program and 15 mainstream positions by 2008.

Achievements included:

- Aboriginal staff represent two per cent of all staff

- Filling of four new Aboriginal cadetship positions and the continued support for three cadets already in Commerce, one of whom, Tara Mallie, was featured in the *Koori Times*
- Lance Randall, who is the State's first known qualified Indigenous real estate valuer, was also recognised with an article in the *Koori Times*
- Filling of one information technology and management position
- Filling of five permanent positions under the Elsa Dixon Aboriginal Employment program
- Permanency for long term temporary Aboriginal staff
- Training of an Aboriginal Grievance Support Officer
- Conducting a Commerce Indigenous Annual Conference for Indigenous and non-Indigenous staff to share and gain information on Indigenous issues. The theme in 2005 was Indigenous Employment and Training.
- Our Portfolio Manager Indigenous Employment, Christina Roberts, participated in the NSW Aboriginal Employment and Development steering committee to develop the new framework for NSW, Making it Our Business.

Ethnic Affairs Priority Statement Report

Commerce developed an Ethnic Affairs Priority Statement (EAPS) Plan for 2006-2008 that includes the provision of a range of services for people from culturally and linguistically diverse backgrounds through initiatives reflecting their diverse needs.

Consultation, liaison and communication

Ongoing consultation and liaison at a local and regional level with a variety of multicultural, ethno-specific and community groups contributed to the development of a range of appropriate communication strategies. A range of translated information is available online and in print format.

The Office of Industrial Relations' community relations communications plan provides information on workplace rights and responsibilities to culturally and linguistically diverse communities. The initiatives included building relationships with communities, participation in community events and meetings, and the development of translated resources and educational materials in key community languages. The Office of Industrial Relations continues to enforce the retailers' code of conduct and worked with Workcover NSW to inspect clothing manufacturers in the Sydney region.

Fair Trading has continued the successful education strategy for ethnic communities, *Think Smart*, to deliver information and education services through ethnic community and media partnerships. This year the strategy addressed tenancy, general consumer issues and raising awareness of the role and services of Fair Trading. Seminars and presentations are also conducted on a regular basis for a variety of ethnic communities and community workers. Ethnic media channels are used to provide information on key issues.

Language services

We continued to provide language assistance for clients through free telephone and in-person interpreter services or through staff accredited as language aides under the Community Languages Allowance Scheme. One hundred and nine staff have accreditation in 30 languages, of which seven have accreditation from the National Accreditation Authority for translators and interpreters. Language assistance referral points are included in relevant publications and on our websites.

External committees

Commerce was represented on the NSW Government Immigration Settlement and Planning Committee (see also Appendix 3 Committees and boards)

Customer profile survey

Office of Fair Trading's annual customer profile survey assessed the extent to which people from culturally and linguistically diverse backgrounds were using its services. Results indicate that the proportion of Fair Trading clients from culturally and linguistically diverse backgrounds exceeds their representation in the NSW population in various areas.

Ethnic Affairs Priority Statement Plan - Future strategies

Commerce has developed a comprehensive three-year EAPS Plan for 2005-2008 comprising strategies to improve outcomes for people from diverse cultural and linguistic backgrounds.

Over the coming year we will:

- continue to implement appropriate education, community awareness, consultation, liaison and communication strategies
- continue to provide appropriate language assistance
- investigate a data collection process to measure usage of services by people from diverse cultural and linguistic backgrounds
- review procedures and guidelines for advisory boards and committees, tendering procedures and funded or contract services.

Youth

Commerce has included strategies in the 2006-2010 NSW Youth Action Plan. In the last year, Commerce implemented a range of initiatives for young people in NSW including:

- Consulting with young people to identify key issues relating to Industrial Relations and Fair Trading in order to develop appropriate communication programs, information and resources.
- The Office of Fair Trading educational resource for teachers and young people, *Money Stuff!*, is now recognised as a best-practice resource for the teaching of financial and consumer literacy skills.
- The Office of Industrial Relations has built on the *Money Stuff!* series to develop *Money Stuff! Work Smart*, a resource package to help students better understand their rights at work. Employment initiatives included outreach activities such as networking, presentations and events; print and electronic tools and such resources as a dedicated young workers section on the Industrial Relations website.
- The Office of Fair Trading provides a hands-on education session targeted at high school students, REVVED Up which is about buying a car, obtaining finance and mechanical inspections.
- The Office of Industrial Relations conducted a *Young People and Work Survey* of 5,300 young people across the State, that assessed levels of awareness of key industrial rights, work experiences and assistance required. A state-wide teleconference of young people on their rights at work and employment issues was conducted as part of Youth Week 2005.

Table A - Trends in the representation of EEO groups¹**% of total staff²**

EEO group	Benchmark	2002/03	2003/04	2004/05	2005/06
Women	50	40	40	41	42
Aboriginal people and Torres Strait Islanders	2	2	1.9	2	2
People whose first language was not English	20	23	24	24	25
People with a disability	12	10	10	10	10
People with a disability requiring work-related adjustment	7	4	3.4	3.6	3.5

Table B – Trends in the distribution of EEO groups¹**% of total staff²**

EEO group	Benchmark	2002/03	2003/04	2004/05	2005/06
Women	100	89	88	87	87
Aboriginal people and Torres Strait Islanders	100	67	78	73	76
People whose first language was not English	100	95	94	94	95
People with a disability	100	98	98	97	96
People with a disability requiring work-related adjustment	100	94	91	91	91

Notes

1. Staff numbers are at 30 June 2006
2. Excludes casual staff
3. The distribution Index measures the extent to which the distribution of EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that EEO group isles concentrated at lower salary levels. This Distribution Index is automatically calculated by the software provided by Employment Equity Diversity Branch, Premier's Department
4. The distribution index is not calculated where EEO group or non-EEO group members are less than 20

Employment relations policies and practices**Industrial claims, awards and agreements**

In 2005/06, the Crown Employees (NSW Department of Commerce Government Chief Information Office) Award 2006 was established. There was also extensive consultation regarding the suitable industrial instrument for Commerce staff employed at the Motor Vehicle

Repair Industry Authority. A claim for formal recognition of Stonemason Carvers, working in the Heritage Unit of the Office of Public Works and Services (OPWS) was also resolved during the year.

Other more general industrial relations included support for major restructuring programs in a number of Commerce business units, including Contracting Services (formerly State Procurement), Sydney Region and Hunter New England Region of OPWS, Sustainable Water Solutions, StateFleet and the Department's Diversity and Equity Unit.

NSW sector wide programs

During 2005/06, Commerce was active in a broad range of sector-wide advisory committees, led by the NSW Premier's Department.

Commerce participated in working groups for the review and rewriting of the NSW Personnel Handbook, the Managing Displaced Employees Policy for NSW and an evaluation of job evaluation processes within the sector to determine best practice.

As a lead agency, it has also been involved in the amendment to the *Public Sector Employment and Management Act* as it relates to employment status of the NSW government service.

Redeployment of displaced officers

In 2005/06, significant efforts were devoted to the management of officers who had become displaced as a result of the major restructuring programs in Commerce.

Commerce introduced a program of individual case management support, structured in house training to prepare displaced staff to be considered for vacancies in the public and private sector and appointed a dedicated career coach.

At 30 June 2006, Commerce had 63 displaced staff. Forty-nine staff were working in temporary positions with Commerce or the NSW public sector; four staff were in the process of being displaced from their positions as a result of restructures; two were on workers compensation, four were on some form of leave without pay and four were involved in career transition programs and being trained and helped to find other work.

Advice and case management for internal clients

Various clients were assisted during the year with industrial relations advice and related case management of local small group or individual issues.

Several of these have involved appearances before the NSW Industrial Relations Commission and all have been satisfactorily resolved.

Consultative programs and organisational wide initiatives

Consultative programs continue with the major industrial stakeholders for Commerce, via either the Commerce Consultative Committee for salaried staff and the Joint Consultative Committee for wages employees.

Employment Relations staff are playing an active part in a number of major Commerce corporate initiatives such as the Contingent Workforce Project and the Workforce Planning Program.

Graduate program

The Graduate Program is a structured two-year program that aims to attract talented graduates and develop their potential as Commerce's future leaders, managers and key specialists. Currently, 46 graduates are participating in the Graduate Program as part of its 2005 and 2006 intakes, from disciplines that include architecture, engineering, building and construction project management and finance.

Commerce has expanded its Graduate Program for 2007 to align with the broad range of services it delivers to NSW Government and the community. Up to 45 graduates are being sought from architecture, engineering, surveying, building and construction project management, corporate real estate and property management, procurement, human resource management, business and finance. Recruitment for the 2007 intake began on 18 April 2006 and applications closed 19 May.

Workforce Planning Advisory Committee

This committee was formed during this reporting year to guide Commerce workforce planning, by:

- developing an agreed Commerce workforce planning framework and action plan
- providing strategic advice to the Commerce Executive and ensuring that the workforce planning framework and action plan reflects the perspective of all stakeholders
- providing feedback on documentation and issues arising from the project and communicating with other stakeholders on its progress
- developing the appropriate strategies, including: attraction, recruitment and retention; building workforce capability; developing workplace cultures and environments that focus on improvement, innovation and flexibility and provide the best use of Commerce resources.

Learning and development framework

During the financial year, Commerce set up a learning and development framework to help staff to progress their careers and do their job better. The framework has four streams:

Foundation programs, which provide employees with a common knowledge base, methods and tools needed to work effectively at Commerce. These programs, including staff orientation, salary packaging information sessions, and code of conduct sessions are used to drive the culture and values of the organisation.

Generic business skills programs that build common Commerce-wide capability needs that have been identified as key requirements to support the delivery of business objectives. These programs provide development in generic transferable business skills, business writing skills courses for example, that are useful across a range of professions.

Leadership and management development programs help develop the management and leadership ability of Commerce staff. Developmental opportunities range from professional education courses, skill based curriculum through to learning paths to support the transition from one level of management to the next.

Commerce supports the Frontline Management program, for staff who are responsible for supervising or managing staff and who have not had the opportunity to engage in formal education or learning programs in management. Twenty four staff from across Commerce are currently enrolled.

Commerce also supports the suite of executive development programs sponsored by NSW Premier's Department and currently has participants in all four sponsored programs:

- Executive Masters in Public Administration
- Graduate Diploma in Public Administration
- Executive Development Program
- Public Sector Management Development Program.

Nominations are currently being sought for the 2007 intake for these programs.

Technical and specialised skills programs are organised by individual Commerce business units to develop specific skills, knowledge, expertise or meet a business need.

The Commerce People Strategy

The Commerce People Strategy addresses a number of critical issues that have an impact on the Department's current and future operations. The strategy is based on three priorities:

- Priority one: Encourage and support the engagement, flexibility, retention and safety of the Commerce workforce
- Priority two: Continue to implement and develop the Diversity and Equity strategy
- Priority three: Assist staff to progress their careers and do their job better.

Priority one includes a major project to develop a workforce planning program to ensure that Commerce has the capacity to perform changed roles and is able to replace skills lost through the ageing workforce and staff turnover. This priority will ensure that effective learning and

knowledge management systems are implemented to assist knowledge transfer and retention for Commerce and its staff.

Priority two will ensure that Commerce complies with the NSW Government diversity and equity strategy and grows a workforce that can better serve the NSW community. This priority will also have an important role in promoting Commerce as an employer of choice by ensuring that Commerce has flexible employment arrangements and work/life balance initiatives that will attract and retain a diverse range of people.

Priority three will help staff progress their careers and assist in organisational renewal by ensuring that staff can progress their careers within Commerce and have the appropriate skills to do their job.

Occupational Health Safety and Injury Management

Commerce is committed to ensuring the safety and well being of all staff. The department is required to meet specified performance standards to comply with and achieve the objectives of the NSW Public Sector OHS and Injury Management (OHS&IM) Strategy Implementation Plan.

This strategy requires specific compliance and continuous improvement indicators as part of Commerce's management of its OHS&IM responsibilities. These requirements are set out in *Working Together – The Public Sector OHS & Injury Management Strategy 2005–2008*.

The following projects were undertaken/commenced in 2005/06 to comply with these requirements:

- Implementation of OHS&IM systems including audits, reviews, committee restructures, surveys and compliance assessments, and subsequent modifications to OHS&IM functions.
- The replacement of the existing Commerce OHS Corporate Committee (McKell) with the 'Commerce Senior Management OHS Advisory Committee'. This restructure will enable higher level OHS policy and procedural issues to be appropriately addressed and referred to Commerce Executive or to corporate consultative meetings in the form of submissions and recommendations.
- The development of a departmental wide OHS&IM survey to assess Commerce's current OHS compliance and better introduce OHS improvement standards in Commerce. It will also provide information about staff awareness levels, responsibilities and training needs in OHS&IM.
- A survey of the Chairpersons of the Department's 26 Workplace OHS Committees has been undertaken. Preliminary results have indicated a strong commitment to local OHS&IM workgroup representation and risk management activities.
- An OHS&IM document review was also commenced to amend and update all OHS&IM documents and publications on the Department's intranet.

Staff welfare initiatives

As part of the Department's commitment to staff health and welfare, the following staff welfare initiatives took place in 2005/06:

- Rolled out Influenza Vaccination Program to staff in April 2006
- Trained managers and executives in OHS Law
- Purchased an automatic external defibrillator and trained 14 staff in its use for resuscitation
- Trained three Return to Work coordinators and six new occupational first aid officers
- First Aid Officers' directory established and training needs analysis conducted.

Workers Compensation Claims for 2005/06

Office	2004/05 Number injuries resulting in claims	2005/06 Number injuries resulting in claim	Number of claims resulting in time lost	Time lost per injury (days)	Average time lost per injury (days)
Fair Trading	29	33	11	328	29.8
Industrial Relations	8	6	1	4.7	4.7
Public Works and Services	43	40	21	162.6	7.7
NSW Procurement	2	1	0	0	0
Corporate Services and Review	1	3	2	10	10.8
Director-General	1	-	-	-	-
Totals	84	83	35	505.3	14.4

Claims numbers do not include 'journey claims', as they do not directly impact on the workers' compensation premium

Improved internal performance

Commerce continued to develop and adapt its corporate programs and structure, ensuring it was sensitive to business needs and government objectives for strategic procurement, energy management and environmental standards and responsibility.

Corporate procurement

The Corporate Procurement Strategy Unit (CPSU) was established in 2005/06. The Unit's purpose is to support Commerce business units to optimise and sustain value for money on goods and services, taking into account whole-of-life costs.

A key project was commenced in 2005/06 to review Commerce's 'controllable' spend and identify opportunities for saving through improved procurement management. This project is being conducted in partnership with NSW Procurement's Strategic Sourcing division.

The top categories for review include: telecommunications, imaging devices, and contingent workforce. The reviews are conducted with project teams drawn from all areas of Commerce. Savings will result from assessing the organisation's procurement requirements and implementing changes in procurement strategy, internal category management and policies.

Commerce has a target to achieve \$5.5 million in savings in 2006/07 as a result of these reviews. The review of the telecommunications has resulted in savings of \$900,000 for 2005/06 and further savings anticipated in 2006/07 and 2007/08.

Information Management and Technology (IM&T) reviewed the mechanisms by which Commerce currently manages its imaging devices, faxes, photocopiers, scanners, with the objective of improving them. The data-gathering component of the project, now completed, identified a range of opportunities to reduce expenditure on imaging devices, improve asset efficiency and eliminate redundant expenditure. It is anticipated that initial benefits of imaging fleet rationalisation will be realised in 2006/07.

The CPSU supports Commerce's commitment to encouraging the use and supply of environmentally friendly products by specifying recycled products that can be used in place of non-recycled products.

In 2005/06 the following recycled products were purchased:

- 46 per cent of all A4 copy paper purchased was recycled stock
- 28 per cent of all toner cartridges were remanufactured
- all Commerce branded envelopes were manufactured from 60 per cent recycled paper stock.

Motor vehicle management

The Fleet Services Unit achieved the majority of its fleet improvement targets for 2005/06. The Unit also contained costs in an environment of increasing lease costs (resulting from decreasing vehicle residuals) and fuel prices.

Overall fleet size was reduced by 9 per cent from vehicles in July 2005 to vehicles in June 2006. This was a further improvement on the 16 per cent fleet reduction achieved in 2004/05. Total increases in fuel costs were contained to 8 per cent. Similarly, total lease cost increases were contained to 9 per cent while the lease replacement value increased 23.6 per cent in two years.

Voice communications

During 2005/06, Business Infrastructure took on the corporate responsibility of managing Commerce's general fixed and mobile telecommunications. The group also participated in a strategic review of Commerce's telecommunications procurement that has resulted in gross savings of \$3.1 million over 2.5 years. This was achieved by reviewing the services required, renegotiating rates with suppliers and centralising internal account and service management.

In addition to savings achieved, the telecommunications team has provided enhanced management reporting to business units, enabling managers to control the number of mobile phones and their use, and staff compliance with policy to re-pay personal calls.

Commerce property portfolio

During 2005/06, the management of Commerce's property portfolio achieved savings of \$2.4 million a year by terminating leases without replacement or replacing the leases with downsized premises.

Collocation and/or downsizing initiatives at Blacktown, Dubbo, Hornsby, Lismore, Orange and Tamworth reduced the number of leases in these locations.

The under-used Commerce-owned property at Port Kembla was sold for \$1.75 million.

Information Management and Technology

Business Continuity Plan and Disaster Recovery Plan

Business continuity and disaster recovery plans have been developed for critical corporate services. The plans seek to enhance mechanisms for the continued provision and recovery of critical corporate services in the event of a disaster.

Further work is scheduled in 2006/07 to focus on plan testing and enhancement in addition to implementation of disaster recovery solutions.

Information Communications Technology Strategic Plan 2006-2010

The plan was developed in consultation with Commerce business areas and provides the direction for the management and use of Information Communication and Technology (ICT) across Commerce. The strategic plan is consistent with *People First NSW – A new direction for ICT in NSW* and Commerce's Corporate Plan.

The strategy has three central themes:

- use ICT to assist in service delivery wherever possible
- build robustness and responsiveness into the ICT infrastructure
- collaboration to optimise use of ICT in Commerce.

Energy and environment

Waste Reduction and Purchasing Plan

Commerce has a Waste Reduction and Purchasing Plan with an objective to conserve resources, promote the use of recycled materials and reduce the amount of waste generated by Commerce offices.

The Department took a number of steps that improved waste avoidance, reuse and/or recycling in 2005/06 including:

- establishing a single process for recycling toner cartridges in the McKell Building
- introducing the Recycled Services Contract across the Department and encouraging all business units to participate in recycling paper, cardboard and commingled wastes
- advertising external positions via *jobs.nsw* and internal positions via the Commerce Intranet
- making the annual report available on CD and the internet.

Energy management

The NSW Premier issued a Memorandum titled '*Greenhouse Performance of Office Buildings and Rental Properties*' in May 2004 which set out policy and targets for all government agencies to measure and improve the greenhouse performance of their office buildings. In accordance with this initiative, Commerce obtained an accredited Australian Buildings Greenhouse Rating for all of its occupancies greater than 1,000 square metres and is implementing an improvement plan to meet the targets set out for all government agencies.

In accordance with the Government Energy Management Policy, Commerce has a corporate Energy Management Plan and is committed to achieving savings in energy usage and sustained energy management principles.

The purchase of electricity in the contestable market has lowered costs and achieved a reduction of greenhouse gas emissions by purchasing a percentage of green power. Commerce has a large number of sites that purchase electricity in the contestable market. In addition, Commerce leases accommodation in sites that are part of the Crown Property Portfolio, which also purchases electricity in the contestable market. Large Crown Property Portfolio sites purchase six per cent of their electricity from renewable sources.

The early contracts for contestable purchases were only for larger consumers of electricity, however, Commerce has now established a competitive contract for smaller sites and is moving all appropriate smaller sites to the contract. The contract also includes the purchase of six per cent renewable energy.

Other energy saving initiatives include:

- upgrading lighting in the McKell Building, the Department's largest facility, to reduce energy use by automatically switching off lights after business hours
- lighting upgrade at the North Coast Regional office in Lismore resulting in a 6 per cent reduction in energy use
- co-locating of offices in Blacktown, Dubbo, Hornsby, Lismore, Orange and Tamworth to reduce energy and other costs.

Commerce's total energy consumption for 2005/06 was 59,550 gigajoules of energy, for Commerce-occupied buildings, a reduction of 2.9 per cent compared to 2004/05. This included over 749,000 kWh of green energy. The cost of the building energy was \$1,602,000, an increase of 4.8 per cent over 2004/05. *

* The figures provided are based on billing information available at the time of the report with some information extrapolated from data received, or estimated over the full year.

Fleet vehicles

Greenhouse emissions from transport represent 15 per cent of total NSW greenhouse emissions and have increased 20 per cent from 1990 to 2002. They continue to grow strongly. The Cleaner NSW Government Fleet initiative outlines new agency requirements with all general government sector agencies required to establish a Fleet Improvement Plan to meet specific targets for both noxious and greenhouse emission reductions.

Commerce has developed an improvement plan to meet the targets set out for all government agencies. The average 'environmental performance score' for Commerce's fleet is 9.6/20, which is the baseline for improvement over the next three years. Commerce's 2005/06 target for the 'environmental performance score' was 10/20 rising to 11/20 for 2006/07.

Over the last two years, the Commerce motor vehicle fleet has been reduced by 191 vehicles, or 24 per cent, to a total of 599 vehicles. This has decreased the total emissions made by Commerce vehicles and has reduced lease costs by \$740,000 per annum and servicing and fuel costs by \$160,000 per annum*. Commerce is forecasting a further three per cent reduction in motor vehicle fleet size in 2006/07.

* The figures provided are based on billing information available at the time of the report with some information extrapolated from data received, or estimated over the full year.