



Organisation and people

'2004-2005 has been a year of significant results, achieved in a complex environment. None of these achievements could have been possible without the exceptional effort and dedication of our staff.'

Sharon Miles, Acting Chief Executive

Organisation and people

Successful implementation of the Authority's strategy to accelerate sustainable energy in Victoria requires: effective leadership and good governance; skilled and capable people; effective and efficient processes and systems; and a healthy and supportive working environment to facilitate good performance.

Effective leadership and good governance

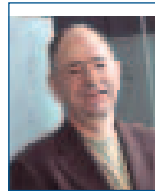
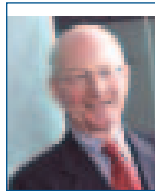
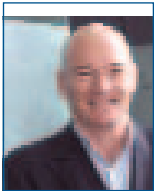
The Board

Role of the Board

The role of the Board is to provide good governance and effective leadership of the Sustainable Energy Authority by:

- > setting the strategic direction for the organisation
- > selecting the Chief Executive and monitoring performance against agreed objectives

- > monitoring the operational and financial performance of the organisation
- > overseeing compliance with laws, regulations and the Sustainable Energy Authority's other obligations
- > managing and monitoring the Board's and its committees' own conduct and performance
- > setting and monitoring internal controls to manage known and emerging risks
- > ensuring appropriate conduct and effective stakeholder relationships.

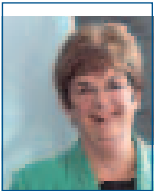
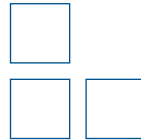


Greg Bourne	John Marshall	Mike Hill	Francesca Lee
BSc (Chem) Hon Chairman since July 2000	BSc, MSc, Board member from July 2003	BA, BA (Ed), Board member since July 2000	BCom, LLB, LLM Board member from July 2003
<p>Greg's career in international business has involved him working with companies to promote sustainable development.</p> <p>He retired from BP in late 2003 as Regional President, BP Australasia and then worked in an advisory capacity on sustainability; business and climate change; and the transition to a lower hydrocarbon economy.</p> <p>Greg was appointed Chief Executive Officer of WWF Australia in October 2004. He is also a member of the Victorian Sustainability Advisory Committee. Greg is in his second term as Chair of the Sustainable Energy Authority and is also chair of the Organisation and Governance Committee.</p>	<p>John has had an extensive career in the manufacturing and energy industries. Most recently he was the Chief Executive of Citipower and prior to that of Solaris Power. John has held senior executive positions in the chemical and food industries, both in Australia and Europe. He has an in-depth understanding and a broad range of networks in the manufacturing industry and a commitment to sustainable energy. Currently he is the Chairman of the Centre for Energy and Greenhouse Technologies, a venture capital business investing in new energy technologies and an adviser to the energy and utility practice of PricewaterhouseCoopers. He is also a Trustee of the City of Melbourne's Sustainable Melbourne Fund. John is also a member of the Organisation and Governance Committee and on the Interim Advisory Board that is overseeing the formation of Sustainability Victoria.</p>	<p>Mike's long career in local government includes positions as Mayor of Moreland City Council and Chief Executive of the Victorian Local Government Association. He is also an advocate for community leadership in sustainable development, and is Chair of the Moreland Energy Foundation, Convenor of the Victorian Local Sustainability Committee, Member of the Victorian Government's Sustainability Fund Advisory Panel, Convenor of the Victorian Sustainability Education Forum, past Chair of EcoRecycle Victoria and Director and part proprietor of WestWyck Pty Ltd. Mike is also a Member of the Advisory Board of the Swinburne Institute of Social Research. He is in his second term on the Board and is also a member of the Organisation and Governance Committee. Mike has also been appointed to the Interim Advisory Board that is overseeing the formation of Sustainability Victoria.</p>	<p>Francesca has strong financial, legal, strategic and corporate governance skills, as well as strong networks in the finance and resource industries. She has held senior positions at BHP Billiton, Rio Tinto, Comalco and Citibank. Francesca is a former Group Counsel, BHP Billiton Group, General Manager of Internal Audit, Rio Tinto Limited and Vice President, Citibank. She is currently the General Counsel and Company Secretary of Zinifex Limited. She has a Master of Laws and Bachelor of Commerce from the University of Melbourne and a Graduate Diploma in Company Secretarial Practice from Chartered Secretaries Australia. Francesca is in her first term on the Board and she also chairs the Audit Committee. Francesca has also been appointed to the Interim Advisory Board that is overseeing the formation of Sustainability Victoria.</p>



Board profile

The Board of the Sustainable Energy Authority consists of seven members comprising a non-executive Chair, five non-executive directors and the Chief Executive. The Board of the Sustainable Energy Authority is appointed, in accordance with the *Sustainable Energy Authority Victoria Act (1990)*, by Governor in Council. Members may be appointed for any period of up to five years and may be reappointed. Independent Board members with a range of skills are appointed to ensure relevant industry experience and professional oversight of the Sustainable Energy Authority's strategy and functions.



Sheila O'Sullivan
BA, TTC, FPRIA
Board member since
July 2000

Sheila has extensive experience in the communications profession with multiple awards from the Public Relations Institute of Australia (PRIA) and from the International Public Relations Association (IPRA). She has held academic advisory positions in public relations and is currently the Chair of the PRIA National Examination Board and a member of the international panel of judges for the Golden World Awards in communications. Sheila is also a board member of Museum Victoria. This is her second term on the Board and her first as a member of the audit committee.

Carolyn Lloyd
Board member from
June 2000 to June 2005

Carolyn has extensive knowledge and networks in the building and training industry. She is Chair of Victoria's Building Practitioners' Board and is a board member of EcoRecycle Victoria and VicUrban. Carolyn is a former Executive Director of the Housing Industry Association and has held positions on the Building Advisory Council, Victorian Building and Construction Industry Training Board, the Building Industry Group Scheme, and the Victorian Teachers Union. She is in her second term on the Board and is also a member of the Audit Committee.

Carolyn Lloyd resigned from the Board on 30 June 2005 to take up the position of Chair of EcoRecycle Victoria.

David Young
BSc (Hons), MBA
Board member from
October 2001 to October
2004

David was appointed as Chief Executive of the Sustainable Energy Authority in October 2001 following a range of senior leadership roles in the not-for-profit and government sectors in the UK and Australia. His long-standing commitment to sustainable development has spanned urban renewal, water resource management, land rehabilitation and the management of National Parks. David holds an Honours degree in Science and an MBA from the Melbourne Business School at the University of Melbourne.

David led the development of the new strategic directions of the Authority that ensured a targeted response to the sustainable energy challenge. Under his leadership, the effectiveness of the organisation increased and significant sustainable energy outcomes were realised.

David resigned from the Board on 16 October 2004.



› Organisation and people

Operation of the Board

The Board has adopted a Corporate Governance Charter and Framework to guide its own operations and to govern how it provides direction and oversight to the organisation. This ensures that the Board fulfils its responsibilities and manages its own performance.

Board meetings

The Board meets bimonthly, with a special meeting held for annual strategic and business planning. An annual agenda is established to ensure proper and timely attendance to all relevant matters.

The attendance of Board members is reported in table 7.

Sharon Miles was appointed to the role of Acting Chief Executive effective 16 October 2004 and has continued to drive the successful achievement of sustainable energy outcomes by the Authority in line with its strategic directions. She has attended all Board, Audit and Organisational and Governance Committee meetings as Acting Chief Executive.

Board committees

The Board has two established standing committees, the Audit Committee and the Organisation and Governance Committee.

Membership of each committee is nominated by the Board on the basis of the particular skills and experience Board members bring to the committees.

The Audit Committee provides oversight for matters relating to financial and risk management, while the Organisation and Governance Committee oversees matters relating to corporate governance and organisational development.

Further information on the respective roles and functions of the committees is provided in table 8.

Each committee operates under a charter established by the Board, which is reviewed annually.

Board committees meet bi-monthly if required, with additional special meetings held as necessary. Minutes of committee meetings are tabled at the subsequent Board meeting for noting.

Organisation and Governance Committee

Membership of the Organisation and Governance Committee in 2004–2005 comprised:

- > Greg Bourne (Chair)
- > John Marshall
- > Mike Hill
- Ex Officio:
 - > Sharon Miles, Acting Chief Executive
 - > Megan Wheatley (Committee Executive Officer)

The focus of the Organisation and Governance Committee's activities in 2004–2005 included an assessment of the non-financial risks of the organisation, the development of an improved Occupational Health and Safety policy and risk register, and the implementation of the Authority's reward and recognition framework to drive high performance.



Audit Committee

Membership of the Audit Committee in 2004–2005 comprised:

- > Francesca Lee (Chair)
- > Sheila O'Sullivan
- > Carolyn Lloyd
- Ex Officio:
- > Internal Auditor
- > Sharon Miles, Acting Chief Executive
- > Travis Neal, Chief Finance and Accounting Officer (Committee Executive Officer)

The Audit Committee is comprised wholly of independent non-executive Board members and satisfies the criteria for independence in accordance with the Standing Directions of the Minister for Finance.

In 2004–2005 the key focus of the Audit Committee's activities included monitoring the risk profile of the organisation and ensuring identified areas of risk were being actively managed and mitigated, and ensuring the Authority's compliance in adopting Australian Equivalents of the International Financial Reporting Standards.

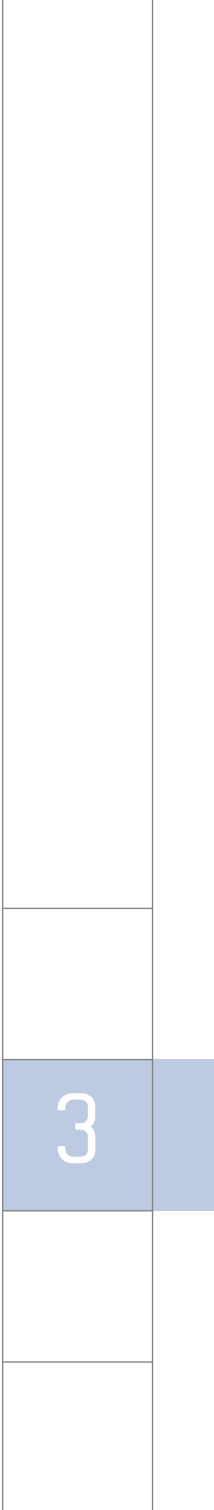
Table 7
Board and committee meeting attendance 2004–2005.

Board member	Board meeting		Audit committee		Organisation and Governance Committee	
	Held	Attendance	Held	Attendance	Held	Attendance
Greg Bourne	6	6	–	–	3	3
John Marshall	6	6	–	–	3	2
Mike Hill	6	6	–	–	3	3
Sheila O'Sullivan	6	4	5	3	–	–
Francesca Lee	6	4	5	4	–	–
Carolyn Lloyd	6	4	5	4	–	–
David Young	6	2*	5	1	3	1

* Resigned October 2004.

Table 8
Roles and function of the Sustainable Energy Authority's Board standing committees.

Audit Committee	Organisation and Governance Committee
<p>Function: Oversight of matters relating to financial accountability, the risk management framework, and internal controls.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> > Overseeing the Sustainable Energy Authority's risk management framework and the assessment and management of financial and statutory risk > Overseeing the quality and accuracy of financial and statutory reporting > Ensuring compliance with accounting standards, the <i>Financial Management Act 1994</i> and other relevant legal and regulatory requirements > Overseeing and evaluating the effectiveness of the internal and external audit functions > Assessing the internal control framework, particularly in relation to statutory compliance, financial management and probity 	<p>Function: Oversight of matters relating to corporate governance and organisational development.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> > Overseeing the Sustainable Energy Authority's policies on executive remuneration, equal opportunity, privacy, occupational health and safety, and intellectual property > Ensuring the Sustainable Energy Authority complies with legal and regulatory requirements related to human resource management, occupational health and safety, industrial relations, freedom of information, privacy and equity > Overseeing the implementation of the Corporate Governance Charter and Framework > Monitoring the Sustainable Energy Authority's communication, knowledge management and organisational development strategies and related risk > Assisting the Chief Executive in succession planning for senior executive roles



› Organisation and people

Conflict of interest

The Board has well established processes in place to ensure the proper management of any actual or perceived conflicts of interest that may arise in the conduct of its business. These processes include:

- > Board members making an annual declaration of their interests
- > a review of the meeting agenda in advance of the circulation of papers to identify any potential conflicts
- > the withholding of Board papers where a conflict of interest exists or may be seen to exist
- > the disclosure of conflict of interest as a standing item at the start of each Board meeting
- > Board members absenting themselves from discussion and decisions where a conflict exists.

Delegations

The Board of the Authority has established delegations of authority to empower Board committees and management. The Board delegates limited decision-making power to its committees through its committee charters. All recommendations outside these delegated authorities are referred to the full Board for decision.

Board support

The Board is supported by a Board Secretary and each Board committee is provided with the support of an Executive Officer. In addition, other representatives from the leadership team and staff attend Board and committee meetings to present on key items for decision.

The Board and its committees receive the resources and information they require through direct access to the leadership team, employees and advisors, as well as from independent professional advice as appropriate and required.

Disclosures

The Board of the Sustainable Energy Authority annually makes disclosures to comply with requirements for transparency and to demonstrate best practice in corporate governance.

Pecuniary interests

All relevant responsible persons and officers have duly completed declarations of pecuniary interests.

Board member remuneration and benefits

No Board member has received, or has become entitled to receive, any benefit other than a remuneration benefit included in Note 14 to the Financial Statements. Board member remuneration is paid in accordance with the *Guidelines for the appointment and remuneration of part-time non-executive directors of state government boards and members of statutory authorities*.

Directors' and officers' insurance

During the year, the Sustainable Energy Authority paid insurance to cover members and officers of the Sustainable Energy Authority against certain liabilities.

Setting the direction

The Sustainable Energy Authority has a clear strategy to achieve its objectives. This is outlined in the Authority's annual business plan, which is approved by the Board and outlines the activities the Sustainable Energy Authority undertakes to deliver on the strategy.

The business plan for 2005–2006, *Realising options for a sustainable energy future* is located at the Authority's corporate website www.seav.vic.gov.au

Appointment of the Chief Executive

The Chief Executive is selected by the Board and appointed by Governor-in-Council.

The Chief Executive is responsible for establishing and maintaining a structure to deliver on the organisation's strategy. Together with the leadership team, the Chief Executive is accountable for the delivery of the annual business plan and managing day-to-day operations. The performance of the Chief Executive is reviewed by the Board annually.

Monitoring the performance of the organisation

The Board receives monthly reports on the financial and operational performance against the Sustainable Energy Authority's business plan. The Chief Executive reports bimonthly at Board meetings on performance, strategy and emerging issues. Other reports are provided to the Board and its committees on particular matters as required.

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› Organisation and people

Compliance

In order to provide effective oversight of the Authority and to ensure it complies with requirements in laws, regulations and other obligations, the Board has established policies and frameworks for internal controls and audits.

Internal controls

The Board is responsible for setting internal control policies and has adopted an Internal Control Framework to ensure the Sustainable Energy Authority maintains effective and efficient operations, reliable financial and non-financial reporting and compliance with applicable laws and regulations.

The Chief Executive is responsible to the Board for the control system. Internal auditors monitor and report on the ongoing effectiveness of the internal control system.

Internal and external audits

During the year, the Internal Auditor, Ernst & Young conducted reviews of the Authority's budgeting and forecasting processes, information technology management and key financial controls including compliance with Standing Directions for the Minister of Finance.

The Victorian Auditor-General appoints a representative to assist the Auditor-General in the conduct of the external audit of the Sustainable Energy Authority's annual financial statements in accordance with the *Audit Act* (1994).

Managing and monitoring Board performance

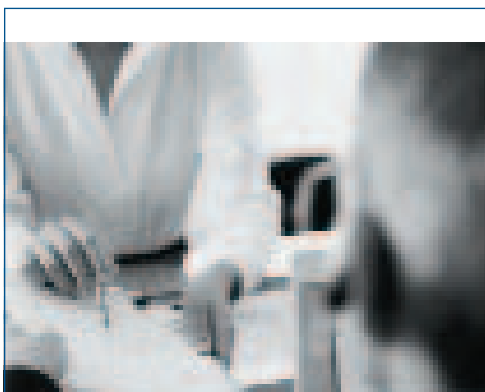
The Board conducts regular reviews of its own performance and, as part of a continuous improvement process, tests that performance against identified critical success factors.

Managing risks

The Board is responsible for establishing the Sustainable Energy Authority's risk policy and for satisfying itself that a sound framework for risk oversight and management exists and that its internal controls are effective.

The Board plays a key role in monitoring key strategic risks. A Risk Management Framework has been adopted to ensure clear management accountability for implementing the Board's risk management policy.

The Chief Executive and leadership team have day-to-day responsibility for risk management.



Ensuring appropriate conduct and effective relationships

Ethics and values

The Board has adopted the Victorian Public Sector Code of Conduct. The Code of Conduct is based on the principles of impartiality, integrity, accountability and responsive service. These principles apply to all Board members, management and staff of the Sustainable Energy Authority. The Code of Conduct is available to all Board members and staff and is included in induction processes.

Gift register

The Authority maintains a gift register to ensure probity and integrity in our decision-making processes.

Stakeholder relationships

The Board is committed to engaging with stakeholders in the delivery of the strategic and business plan. This is in recognition of the critical role that stakeholders play in enabling the Authority to address the sustainable energy challenge. Key stakeholders include state and local governments, private industry, industry associations and peak bodies, non-government organisations, international organisations and the general community.

The leadership team

Leadership team profile

The Chief Executive is supported by the leadership team who are accountable for line management, strategic direction, key organisational functions and delivery of projects which comprise the annual business plan.

The current organisational structure as at 30 June 2005 is shown on pages 110-111.

Principal project managers

Principal project managers represent the most senior technical professionals within the organisation. These roles provide a career path for staff in a technical professional capacity.

Two new principal project managers were recognised during the year, Deborah Gonsalvez and Vikas Ahuja.

Changes to the leadership team

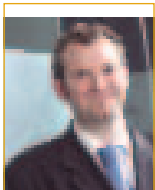
During 2004–2005, David Moncrieff transitioned to Functional Leader—Renewables, and Paul Hogan joined the leadership team in the position of Functional Leader—Sustainable Manufacturing.

Following Rosemary Bissett's resignation, Sawsan Howard acted in the role of Functional Leader—Communities.



› Organisation and people

Functional Leaders

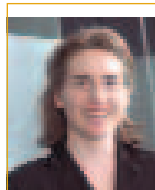


Travis Neal
Corporate Services
BBus, CA

Travis joined the Sustainable Energy Authority in February 2004. He has extensive experience in commercial and risk management in the private and public sectors.

Functions:

- > Finance
- > Operations planning
- > Audit and compliance
- > Risk management
- > IT
- > Payroll
- > Purchasing
- > Records management
- > Asset management

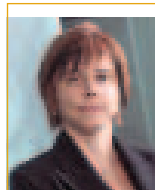


Megan Wheatley
Business Development
BE (Mech) Hons

Megan joined the Sustainable Energy Authority in 1998. She has extensive experience in the development and promotion of sustainable energy from policy development to management of industry incentive schemes.

Functions:

- > Policy development and coordination
- > Government liaison
- > Strategic communication
- > Market research
- > Business planning
- > Green Power
- > Monitoring and reporting
- > Staff professional development



Katrina Woolfe
Best Practice and Standards
BA, BSocSc, Grad. Dip (Urban Research and Policy), Grad Cert

Katrina joined the Sustainable Energy Authority in 1997 with several years experience in the development and implementation of local government energy and environmental management projects and the establishment of training and accreditation systems.

Functions:

- > Training and accreditation
- > Knowledge management
- > Best practice seminars and conferences
- > Energy standards and rating
- > Research strategy
- > National and international networks



Sawsan Howard
Communities
B Ag Sc. Hons, M Env Sc. Ass Dip Com Services MAIAG

Sawsan joined the Sustainable Energy Authority in 2000. With significant project management experience, Sawsan has since worked on a range of initiatives across the Authority.

Functions:

- > Energy information
- > Sustainable Energy Centre
- > Industry association initiatives
- > Energy Task Force
- > Regional Partnerships
- > Community development

Principle Project Managers



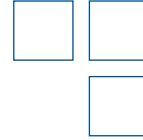
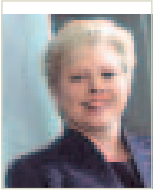
Robert Hines
BBus
Robert has over 20 years experience in public administration and the delivery of a range of corporate services and sustainable energy initiatives. Robert is a member of the Institute of Public Administration Australia.



Stephen Greig
BEc (Hons)
Stephen joined the Sustainable Energy Authority in August 2002 after more than 20 years experience with large multi-national companies in the oil, gas and power sectors, in both Australia and overseas. His primary focus is on the development and implementation of the National Framework for Energy Efficiency.



Ken Guthrie
BE (Mech), MEng Sc, Grad. Dip Bus (Mgt)
Ken has over 20 years experience across all aspects of sustainable energy. He is the Chair of the International Standards Technical Committee on solar water heating and sits on the Executive Committee of the International Energy Agency Solar heating and Cooling Program.

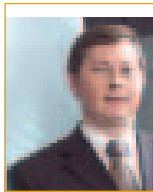
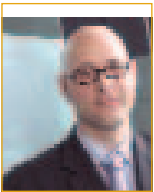


Sharon Miles

Acting Chief Executive

BCompt (Accounting and Law), BComm (Accounting and Commercial Law), ACA

Sharon has led the Sustainable Energy Authority as acting Chief Executive since October 2004. With extensive corporate experience in Australia, the UK and South Africa in the banking industry, aviation and professional services, Sharon has held a range of senior executive roles in business consulting, change management, strategy, operations, corporate and finance.



David Craven

Paul Hogan

David Moncrieff

Paul Murfitt

Buildings

BPD, BArch (Hons)

David joined the Sustainable Energy Authority in October 2001. David has extensive experience in sustainable building design and facilitating the adoption of ESD principles within building practices.

Functions:

- > Commercial building development
- > Residential development
- > Building design
- > Urban development

Manufacturing

B.E.(Hons), Ph.D., MBA, Grad Dip Applied Finance and Investment

Paul commenced with the Sustainable Energy Authority in August 2003. He brings experience in the commercial analysis and evaluation of business investment opportunities.

Functions:

- > Industry partnerships
- > Investment attraction
- > Technology development
- > Cogeneration
- > Demand management
- > Finance sector

Renewables

BSc (Hon), PhD

David commenced with the Sustainable Energy Authority at the beginning of July 2003. He has over 20 years experience in manufacturing, understanding current issues impacting the manufacturing sector from capital investment to plant optimisation and international technology transfer.

Functions:

- > Renewable energy facilitation
- > Wind energy development
- > Energy from waste
- > Mini-hydro
- > Biomass
- > Solar hot water
- > Photovoltaics

Government

BSocSc (Socio-Environmental Assessment and Policy), MSocSc

Paul has been with the Sustainable Energy Authority since 1999. He has significant experience working with government including the development of policy, legislation and regulation at the state and local government levels.

Functions:

- > Government energy management
- > Schools
- > Hospitals
- > Community facilities
- > Local government
- > Energy purchasing



Deborah Gonsalvez

Vikas Ahuja

BPsych (Socio and Ec), MPsyCh

BE (Mech) Hons, PhD

Deborah joined the Sustainable Energy Authority in 1992. She is experienced in establishing partnerships and promoting renewable energy. Deborah also has extensive experience in event management and marketing.

Vikas joined the Sustainable Energy Authority in 2004. Over the last 11 years he has worked in consulting and the energy, engineering and R&D sectors and has significant experience in developing and managing emerging technology development projects.



Organisation and people

Skilled and capable people

Staff profile

The Authority has a staff of 70 people with its main office located on Spring Street in Melbourne. The Authority also has staff located in its regional offices in Wangaratta and Traralgon.

Delivery of the Authority's business plan requires a highly skilled and capable workforce. The diversity of the Authority's staff in terms of culture, gender, ethnicity, nationality, age, profession, education, experience and beliefs make the organisation the dynamic and effective organisation it is today (figures 30 and 31).

To achieve the organisation's business plan objectives, the Authority needs to be flexible and dynamic. In this context it is anticipated that the skills and capabilities required by the organisation will continue to evolve.

These evolving skill requirements will be met in a number of ways, including training and development to build internal capacity, performance management to identify development opportunities and encourage high performance, strategic recruitment and the use of external resources to bring in specialist skills as required.

The workforce statistics in table 9 highlight the trend toward equal representation of women in senior positions within the organisation.

The Authority's staff have a diverse range of skills as outlined in table 10.

Table 9
Workforce statistics as at 30 June 2005.

	2004–2005	2003–2004	2002–2003	2001–2002
Number of staff positions as at 30 June 2004	70	77	80	72
Full time equivalents (FTE) employed as at 30 June 2004	66.0	75.1	67.7	63.8
Part time employees (%)	10.1	6.5	7.2	3.1
Employees under VPS Agreement (%)	95.65	93.51	95.66	98.62
Employees on individual (executive) employment contract (%)	4.3	6.5	4.3	1.5
Women as Board members (%)	57	43	43	43
Women in executive and management positions (%)	50.0	50.0	45.5	26.3
Women in organisation (%)	50.7	48.0	41.5	32.3

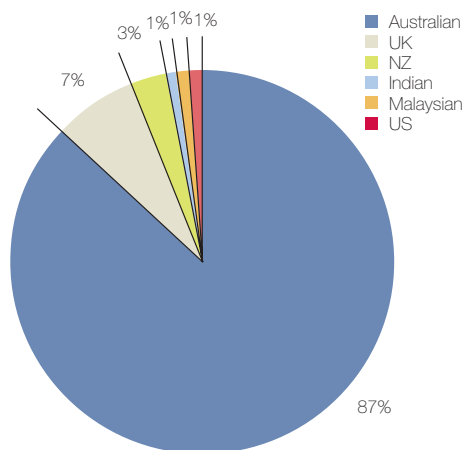


Figure 30
Staff by nationality.

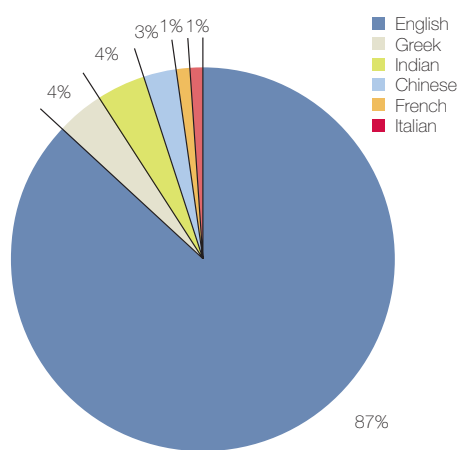


Figure 31
Staff linguistic diversity.

Table 10

Professional skill diversity.

Skills	2004–2005	2003–2004	2002–2003	2001–2002
Accounting	4	4	3	1
Administration	10	10	9	11
Architecture	3	2	6	5
Arts	5	5	11	7
Business/Commerce/Economics	9	10	6	4
Communications	8	8	2	0
Engineering	18	22	15	21
Information and knowledge management	6	7	3	1
Law	0	1	1	0
Public policy	4	4	4	3
Science	3	3	7	10
Statutory appointment	0	1	1	1
Urban planning and design	0	0	1	1
Total	70	77	69	65

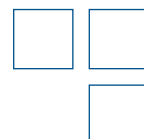
Table 11 provides data on the comparative salaries of our staff by gender.

Table 11

Summary of average salaries at 30 June 2005 by classification and gender.

Class	Gender	2004–2005 average salary \$	No. of staff	2003–2004 average salary \$	No. of staff	2002–2003 average salary \$	No. of staff
VPS 2	Female	41 143	5	38 756	8	37 009	6
	Male	40 177	1	40 569	3	35 657	4
VPS 3	Female	49 832	6	47 917	7	51 115	11
	Male	48 972	5	47 360	5	47 722	13
VPS 4	Female	59 741	9	58 102	8	59 941	4
	Male	61 136	8	57 423	12	61 371	16
VPS 5	Female	68 909	8	66 099	8	79 000	5
	Male	70 660	9	68 492	8	80 901	7
VPS 6	Female	89 178	6	90 784	4		
	Male	94 139	9	89 261	9		

3



› Organisation and people

Learning and development

The Authority has established learning and development cycles to enable all staff to perform their role more effectively and achieve their long-term career objectives. Learning and development plans are developed for individual staff members in collaboration with line managers.

To meet the learning and development needs of the organisation, a number of specific programs were conducted in 2004–2005 to address targeted training needs in project management, advanced business writing, contract management, client relationship, career planning and change management.

A specialist training module was developed to ensure that all staff had a common understanding of basic energy concepts and a base for ongoing staff development in energy related topics, such as energy markets.

In addition, a number of courses were identified to meet the particular learning and development needs of individuals. Nine employees received assistance for further university study through the provision of study leave or financial assistance.

Performance management

The Sustainable Energy Authority is committed to providing all staff with regular frank and fair assessments of their performance. The performance of all staff is assessed on an annual basis, including the Chief Executive, whose performance is reviewed by the Board. Performance plans are directly linked to business plan delivery and are developed collaboratively between staff members and line managers. Staff performance plans are updated and feedback on individual performance is provided throughout the year via quarterly performance reviews.

Strategic recruitment

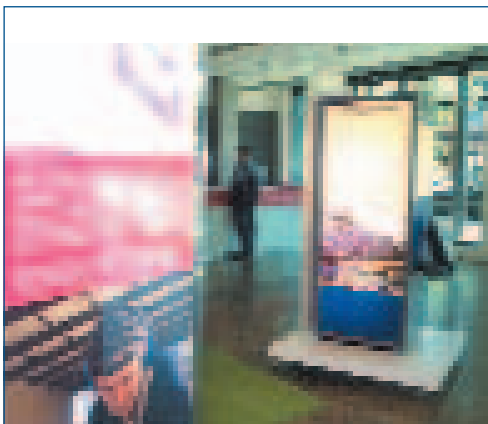
Strategic recruitment this year has focused on attracting and retaining people with the right skills, experience and values to ensure the business plan is delivered and to broaden the skill diversity according to the needs of the organisation.

During the year, seven new staff joined the organisation, bringing skills and expertise in areas including manufacturing, due diligence, project and financial management, communications, renewable energy, building design and analysis.

Graduate recruitment

The Authority has a graduate program that provides employment opportunities for graduates from a broad range of disciplines.

While no new graduates were recruited this year, at the end of 2004–2005 there were three members of staff employed through the Authority's graduate recruitment program.



› Organisation and people

Operational management system

The Authority's operational management system is an integral support mechanism for the delivery of the business plan. The system facilitates the organisational planning and resource allocation process and captures key information regarding initiative delivery to ensure sustainable energy outcomes and learnings can be shared across the organisation and with key stakeholders.

In 2004–2005, forecasting, analysis and reporting enhancements were developed and implemented in the operational management system. These enhancements improved the monitoring, analysis and evaluation of initiatives undertaken to achieve the Authority's objectives whilst streamlining knowledge management and reporting processes.

During the year, an online performance management system was developed and integrated with the operational management system to facilitate the development of individual performance; learning and development plans; and to deliver administration efficiencies within the overall performance management process.

Industrial relations

Staff working for the Sustainable Energy Authority, except those on executive contracts, are covered by the Victorian Public Sector Agreement.

There were nil days lost due to industrial action during the 2004–2005 financial year.

National competition policy

The Sustainable Energy Authority makes competitively neutral price adjustments to commercial activities, as appropriate, from time to time. The Sustainable Energy Authority did not submit bids for any tenders.

Freedom of Information

The Authority is subject to the *Freedom of Information Act 1982 (Victoria)* and is committed to making relevant documents and information available to the community, and to following transparent processes and procedures for managing information requests made under the Act.

The Authority received no Freedom of Information requests during the year.

Privacy

The Authority values and protects personal information collected by the organisation in accordance with its philosophy of providing excellent community service and business governance.

Copies of the Authority's Information Privacy Policy are available by telephone (03) 9655 3222 or from the Authority's website at www.seav.vic.gov.au

Privacy training is included in the Authority's induction process to ensure all staff have a thorough understanding of their obligations under the *Information Privacy Act (Vic) 2000*.

The Sustainable Energy Authority received no privacy complaints during the 2004–2005 financial year.

Healthy and supportive working environment

The Sustainable Energy Authority is committed to maintaining a healthy and safe working environment for staff, project partners and visitors.

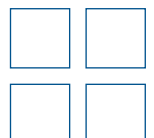
Occupational health and safety (OHS)

The Authority provides appropriate training, monitoring and supervision of OHS matters, promoting work-life balance and through continuous improvement of the OHS systems and processes.

The corporate fitness program, providing access to gym membership for staff, continued in 2004–2005. Flu vaccinations were also made available to all staff.

The Occupational Health and Safety Committee is comprised of staff and leadership team members and meets at least on a quarterly basis.

In 2004–2005 no reportable incidents occurred during the year (table 12).



Equity and merit

The Sustainable Energy Authority is committed to maintaining an equitable workplace free of all forms of discrimination, harassment, bullying and victimisation and in which everyone is treated fairly and recognised and rewarded for their performance.

People are employed based on merit to provide a diverse range of skills, backgrounds and perspectives to build a creative and innovative organisation.

Time and resources are invested into people management systems and processes. Leadership and development opportunities are available to all staff based on merit.

The Authority's Equal Employment Opportunity (EEO) Policy and Procedures outline how EEO issues are managed to provide a productive workplace culture, to attract and retain talented people and to provide outstanding service to our clients, partners and stakeholders. Further training was provided to the seven EEO contact officers to maintain their skills in 2004–2005.

Reward and recognition

One of the ways that the Authority recognises the outstanding achievements of individual staff members and project teams is through its staff awards. The awards and their recipients for 2004–2005 are shown in table 13.

Table 12

Lost time injury and reportable incidents statistics 2000–2001 to 2004–2005.

	2004–2005	2003–2004	2002–2003	2001–2002	2000–2001
Reportable incidents	0	0	0	1	1
Days lost due to workplace incidents	0	10	0	37	0

Table 13

Categories and recipients of reward and recognition awards in 2004–2005.

Category and criteria	Recipient(s)	Projects
Individual achievement award	Leanne Boyd	Leanne Boyd for the delivery of the Green Power 'Power of Every One campaign', working in partnership with local and interstate departments.
Teamwork and achievement award	Team: Vikas Ahuja, John Edgoose, John Chiodo, John Osbourne, Kelly Wickham, Vikki McLeod, Simone O'Sullivan, Mark Barber, David Nash and David Moncrieff.	The Renewable Energy Support Fund team for recognition of their commitment to delivery and team processes to achieve an outstanding result.
	Team: Rohan Bush, Steven Peters, Catherine Ramsay, Lisa Crowley, Kate Richter and David Craven.	The Commercial Office Building Energy Innovation Initiative team for consistently exceptional teamwork in jointly resolving complex issues in a challenging environment.
	Team: Richard Jennings, John Osborne, Mark Barber, Fondas Verginis, Steven Peters, Ben Hargreaves and Paul Murfitt.	The Sustainable Energy Innovation in Educational Facilities initiative for the focussed and consistent delivery of a large number of demonstration projects in a difficult stakeholder environment.

› Organisation and people

Staff survey

A survey was undertaken during the year to seek the views of staff on a number of issues relevant to the Authority. The survey enabled staff to provide feedback on a number of factors that contribute to workplace productivity and job satisfaction.

The results showed strong support for the Authority's strategic directions and a very high level of commitment to the Authority's goals. Staff have a clear understanding of their work requirements, recognise the need for the Authority to continue to adapt and are prepared to take personal responsibility for outcomes. Staff also reported they have a good relationship with their manager, are satisfied working for the Authority, feel their efforts are worthwhile and that they are valued, respected and secure in their jobs.

In consultation with staff, a range of activities were undertaken in response to feedback received through the survey. These included streamlining the operations management system to improve procedures for resource allocation, the creation of a new online performance management system within the operations management system, simplifying requirements for staff performance management and eliminating paper waste. In addition, a staff social committee was established to provide opportunities for staff interaction outside of work requirements.

Whistleblowers protection

The Sustainable Energy Authority is committed to the aims and objectives of the *Whistleblowers Protection Act 2000* and recognises the value of transparency and accountability in its administrative and management practices. Improper conduct by employees, officers or members is not tolerated, nor the taking of reprisals against those who come forward to disclose such conduct.

During 2004–2005, the Sustainable Energy Authority received no whistleblower disclosures and the Ombudsman received no whistleblower requests for referral to the Sustainable Energy Authority.

Environmental management

In addition to ensuring a safe working environment for staff, the Authority is also committed to reducing its environmental impact.

The Sustainable Energy Authority manages its environmental performance through a staff Environment Committee. The Environmental Management System Coordinator ensures staff implementation of Committee decisions. The environmental performance of the Sustainable Energy Authority for 2004–2005 is summarised in table 14.

The Sustainable Energy Authority is required to meet the 15% energy reduction target for Government departments and agencies, reported against the 1999–2000 year. The Authority has already achieved and exceeded its targets, having reduced its own energy consumption from its operations by 36% from the base year at 30 June 2005.



‘We are committed to minimising our own impact on the environment through the efficient use of resources by actively sourcing and using lower impact products, and minimising energy use and the generation of waste materials.’

Sustainable Energy Authority's Environmental Mission Statement.



The Authority and EcoRecycle Victoria have developed plans to significantly improve their energy performance with the transition to Sustainability Victoria.

Activities undertaken in 2004–2005 to reduce the environmental footprint of the Authority included:

Energy management

A policy of purchasing low-energy flat-screen monitors for all computer monitor replacements was introduced.

Staff reminders and updates were used to reinforce energy efficient behaviours.

Waste management

A waste audit was conducted and a new solid waste strategy introduced which saw the removal of workstation rubbish bins and the introduction of organic waste collection and improved material recycling. This is expected to greatly reduce the Sustainable Energy Authority's waste to landfill.

Participation in EcoRecycle's Waste Wise business program continued.

Table 14
Environmental performance of the Authority.

	2004–2005	2003–2004
Energy		
MJ energy used per FTE	6 726	5 977
MJ energy used per unit of office space	359	336
Total energy used (gigajoules)	451	436
Greenhouse pollution (tonnes of CO ₂ e)	0	0
Green Power—Electricity consumption (% of total)	100	100
Green Power—Electricity consumption (\$/pa)	22 344	21 616
Waste		
Units of waste produced per FTE (kg per employee)	19.4	39.2
Total units of waste recycled (kg)	4 250	8 189
Paper		
Units of paper used per FTE (reams per employee)	14.4	12.6
Total units of paper used (reams)	1 010	920
Water		
Units of water consumed per FTE (litres per employee)	Not known	Not known
Total units of water (litres)	Not known	Not known
Transportation		
Fuel consumption (gigajoules from passenger vehicles per FTE (gigajoules per employee)	2.43	4.2
Associated greenhouse pollution per FTE (tonnes of CO ₂ e)	0.18	0.27
Total fuel consumption from passenger vehicles (gigajoules)	175	304
Total associated greenhouse emissions (tonnes of CO ₂ e)	12.8	20
Passenger vehicle trip kilometers associated with departmental operations per FTE (km per employee)	826	1 427
Total passenger vehicle trip kilometers associated with departmental operations (km)	59 442	104 198
Percentage of employees using public transport, cycling or walking to and from work (>75% of work attendance days)	88	85

› Organisation and people

Transport and fleet management

MET public transport tickets were offered to all staff at a reduced rate which can be paid through salary sacrifice. In addition, MET tickets are provided to staff attending meetings within Zone 1 of the public transport network in Melbourne.

An annual TravelSmart survey was undertaken which showed that 67% of staff take public transport to work with a further 22% of staff walking or cycling to work.

In addition, Ride to Work Day continued to be supported with seven staff opting to ride their bikes to work as a sustainable transport alternative (figure 56).

Purchasing

Purchasing decisions are made in line with the Authority's Environmental Policy.

The Sustainable Energy Authority is required to meet the 15% energy reduction target for Government departments and agencies, reported against the 1999–2000 year. The Authority has already achieved and exceeded its targets, having reduced its own energy consumption from its operations by 36% from the base year at 30 June 2005.

The Authority and EcoRecycle Victoria have developed plans to significantly improve their energy performance with the transition to Sustainability Victoria.

Community inclusiveness

The Sustainable Energy Authority endeavours to ensure that its activities and operations reflect the cultural diversity in the community by taking into account youth, cultural diversity and indigenous affairs.

The Authority's graduate program demonstrates the organisation's commitment to the Victorian Government's policies for youth.

Wherever appropriate, the Sustainable Energy Authority incorporates consideration of indigenous affairs and issues into its policies and initiatives.

The Sustainable Energy Authority provides energy efficiency information in languages other than English on request by telephone (03) 9655 3222 or e-mail info@seav.vic.gov.au

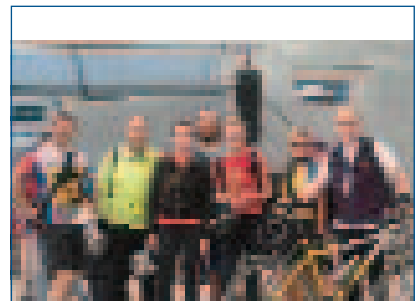


Figure 32
Staff of the Authority participated in Ride to Work Day.

Community engagement

The Authority encourages staff to engage with the community, both through its planned initiatives and in a voluntary capacity, where community activities and events are aligned to the organisation's own objectives.

Staff participated in the Sustainable Living Festival in Federation Square in February 2005 at which Green Power and solar hot water were promoted.

In February 2005, a number of staff participated in the MS Australia 24 Hour Megaswim. The team raised over \$2000 to support people suffering from multiple sclerosis. Staff also support the Red Cross Tsunami Appeal through purchasing honey produced by a staff member, the proceeds of which are donated to this charity.

Staff donated cash and goods to the Lost Dogs Home and the Mercy Foundation during December 2004.

In addition, the Authority's own volleyball team, VOLEII, participates weekly in a local competition.

Staff assistance

The Authority provides all staff with access to a comprehensive Staff Assistance Package to ensure a productive working environment and to support staff and their immediate families. The package (table 15) has been structured to include a mix of support services to deal with problems arising in the working and/or family life of staff, and to assist staff in setting goals and proactively managing their personal and professional development.

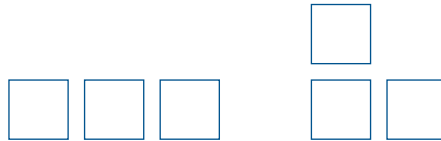


Table 15
Components of the staff assistance package.

Service	Availability
Short-term one-on-one counselling to assist with personal or work related issues	To all staff members or immediate family members as required
Phone advisory services to provide guidance in dealing with difficult people, management problems or situations	All staff with people management responsibilities, including Functional Leaders and Project Managers
Career guidance, including: > career planning > assistance in taking particular career steps	> Half-day career planning seminars scheduled in response to demand > In line with longer-term learning objectives within individual Learning and Development Plans
A seminar series on practical approaches to workplace and lifestyle issues	Lunchtime sessions scheduled in response to demand
A mediation and conflict resolution service to prevent, minimise or manage conflict	As required with prior approval of Functional Leader or Project Sponsor
Counselling in the event of a traumatic or critical incident	If and when required