

03

Report on Performance



# Report on Performance

## **Actual Performance in Overall Achievement of Outcome**

As identified in the Portfolio Budget Statements (PBS), EOWA's effectiveness indicators for the output to achieve the planned outcome are described in Table 1. This table provides information on the strategies chosen to deliver the outcome, and shows the links between the output and the outcome.

TABLE 1

## Effectiveness – Overall Achievement of the Outcome Including Performance Information for Administered Items

<b>Impact</b>	Organisations' compliance with the Act and employer awareness and progress towards equal employment opportunity for women.
<b>Impact Measured by Effectiveness Indicators</b>	Compliance with the Act; client performance improvement; eligibility for waiving, EOWA Employer of Choice for Women (EOCFW) citations and Business Achievement Awards (BAAs); requests for information and advice; workshop attendance; stakeholder feedback; website use; media coverage; and partnership events.
<b>Actual Performance</b>	<ul style="list-style-type: none"> <li>• 2,501 compliant and 12 non-compliant organisations (as at 17 October 2008).</li> <li>• Average of 4.2 Employment Matters actioned per organisation (3.7 Employment Matters actioned in 2006-07).</li> <li>• 139 organisations waived. 99 EOCFW organisations. 46 organisations nominated for the 2007 BAAs (9 nominated for more than one award).</li> <li>• 23 workshops and 47 individual workplace consultations held.</li> <li>• 363 known media mentions.</li> <li>• 7 external partners supported EOWA events.</li> </ul>
<b>Output</b>	Leading Australian employers to improve equal opportunity outcomes for women in the workplace.
<b>Output Measured by Quality</b>	Client awareness/satisfaction with: administration of the Act; value-added services; improved client reports; EOWA's service charter; client management processes and systems; workshops; site visits and consultancy services; website and online educational tools; written materials/publications and presentations; information and advice; media interest; BAA feedback; and strategic alliances/partnerships with key people and organisations.
<b>Output Measured by Quantity</b>	Client satisfaction determined by number of: responses to client managers; complaints to EOWA and the Minister; electronic reports submitted; information/advice provided; liaisons, consultancies and partnership events with client organisations; workshop attendees; e-newsletters; website usage and feedback, waived and EOCFW organisations; client relationships and CEO attendance at the BAAs.
<b>Actual Performance</b>	<ul style="list-style-type: none"> <li>• All reporting organisations were telephoned by EOWA and offered tailored feedback.</li> <li>• No complaints made to the Minister.</li> <li>• Nearly 500 business leaders attended the 2007 BAAs (over 450 attendees in 2006).</li> <li>• 211 clients attended 23 EOWA workshops in 2007-08 (213 attendees at 39 workshops in 2006-07). Workshop evaluation sheets measured 100% client satisfaction.</li> <li>• EOWA's <i>Generation F: Attract, Engage, Retain</i> publication distributed to all reporting CEOs and Report Contacts.</li> <li>• EOWA's electronic newsletter distributed to over 7,000 subscribers.</li> <li>• 139 organisations waived (106 waived in 2006-07). 99 organisations awarded EOCFW citation in 2008 (compared to 131 in 2007).</li> </ul>

Price in PBS	Actual Expenditure
\$3.382m	\$3.429m

**Reporting**

Relevant organisations are required to develop and implement a workplace program and report annually to EOWA on their program’s effectiveness. These reports include information on:

- the composition of their workforce;
- how they consulted with their employees ;
- their analysis and issues identified for women in their organisation across the seven Employment Matters;
- actions taken;
- the evaluation of the actions taken;
- planned future actions.

EOWA’s reporting clients are assessed as either compliant, non-compliant or waived from reporting for a specified period of time under the *Equal Opportunity for Women in the Workplace Act* (the Act). Should a report be initially assessed as non-compliant, Client Consultants work with that organisation to obtain the necessary additional information for that organisation to reach compliant status.

Client Consultants, who are highly skilled in managing client relationships and human resource issues, are recruited annually to assess EOWA reports. They receive comprehensive training that equips them to provide tailored feedback relevant to each employer’s needs. Client Consultants are also allocated specific industries to assess, which enables them to develop a comprehensive knowledge of industry-specific issues.

For every report assessed, Client Consultants telephone and email that organisation’s EOWA report contact to provide personalised and detailed feedback on their workplace program. The feedback conversation with clients not only enhances the relationship between EOWA and reporting organisations but also provides an opportunity to discuss their individual program, ensuring that employers receive the maximum benefit of industry knowledge.

Client Consultants recognise that each reporting organisation is at a different stage in implementing a workplace program for achieving equal opportunity, hence feedback is tailored to each organisation’s particular stage in that process. This feedback is designed to assist clients to influence change within their organisation.

In March 2008, over 2,750 CEOs from reporting organisations were sent a personalised letter on behalf of EOWA's Director updating them on the Agency's activities and also inviting them to contact EOWA for reporting and workplace program assistance. Additionally, all CEOs from compliant organisations received a tailored letter advising compliance with the Act and included feedback on their workplace program as outlined in their report.

At the end of each calendar year, EOWA publishes all compliance reports from that reporting year on the EOWA website. This enables employers to read about how other organisations, both in their industry and generally, are addressing their equal opportunity issues.

### **Non-Compliant Organisations**

As at 17 October 2008, there were 12 reporting organisations that did not comply with the *Equal Opportunity for Women in the Workplace Act 1999*. Of these 12 organisations, all have previously been non-compliant.

Non-compliant organisations are ineligible to tender for government contracts and industry assistance.

For the names of 2007-08 non-compliant organisations, refer to Appendix 9.

### **Waiving**

The *Equal Opportunity for Women in the Workplace Act 1999* (Section 13C) provides the opportunity for organisations covered by the Act to apply to be waived from annual compliance program reporting once they have achieved compliant status for their workplace program for three consecutive years.

Applications for waiver are submitted at the same time as compliance reports and may take the form of a written report or a workplace visit to assess the organisation's workplace program.

In order to be waived from reporting, an organisation must demonstrate that it has consulted with all staff (particularly women) on issues for women in its workplace, provide a detailed analysis of its progress in relation to the seven employment matters relating to equal opportunity for women in its workplace, and present supporting information which confirms that the organisation has done everything reasonably practicable to advance women and remove barriers.

If a waiver is granted, the employer is not required to submit a report to EOWA for a period of up to three years. Under the Act, organisations which have been waived from reporting are required to continue to develop their workplace programs during the period of the waiver.

The granting of a waiver from reporting:

- encourages organisations to develop effective workplace programs to achieve equal opportunity in the workplace;
- recognises organisations that have done as much as they can, given their unique organisational circumstances;
- enables organisations to divert resources from reporting into their workplace program;
- responds to organisations that believe and can demonstrate that there are no further actions they can reasonably and practicably take to progress equal opportunity for women in the workplace.

EOWA offers organisations interested in applying for a waiver, high-level support and assistance. This involves consultation, feedback and guidance relating to EO in their workplace. In addition, EOWA's Workshop 'Positioning your business for waiving, EOWA Employer of Choice for Women and Business Achievement Awards', focuses on requirements for achieving a waiver. Education and Client Advisors who conduct these workshops provide participants with advice and information to enable them to establish the foundation for a successful application for waiver from reporting.

In the 2007-8 reporting year the EOWA Director, Anna McPhee, approved a recommendation that the 55 organisations on the EOWA Employer of Choice for Women (EOCFW) list for 2008 that were also due to submit a compliance report/application for waiver in 2008 be offered a two year waiver from reporting. This decision was based on the knowledge that organisations which achieved EOCFW provided detailed analysis, took action and achieved outcomes which exceeded the requirements for a waiver from reporting. The 55 organisations eligible for a waiver accepted the offer.

In addition to the 55 EOCFW organisations granted a waiver, 99 organisations applied to be waived, making a total of 154, an increase from 121 applications last year. In 2007-08, the Director waived the reporting requirements of 139 organisations (compared with 106 organisations in 2006-07) which demonstrated that they are taking all reasonable and practical actions to progress equal opportunity for women in the workplace.

A list of waived organisations is provided in Appendix 10.

## Compliance Data

Each year EOWA receives Equal Opportunity Compliance Reports from employers covered by the EOWW Act. These reports are assessed by EOWA staff for compliance with the legislation, and as part of the assessment process, data are recorded on each report in the EOWA database.

The 2007-08 report assessment data provides insights into how Australian employers are taking action to implement equal opportunity for women in their workplaces.

As at 17 October 2008, the total number of organisations registered with EOWA for the 2007-08 reporting year was 7,696 organisations, of which 2,712 were designated reporting organisations, an increase of 11 (0.4%) since 2006-07 (2,701). Changes in the total number of registered organisations occur on a continuous basis throughout the year, and result from factors such as the sale, merger and closure of companies, and reductions in employee numbers that bring organisations below the 80-employee threshold.

Of the 2,712 reporting organisations registered with EOWA in 2007-08, 92.7% (2,513) were due to report to the Agency in 2008, with the remaining 7.3% (199) exempt from reporting this year as they had been officially waived in a previous year.

This year, 99.5% of the 2,513 reporting organisations (2,501 out of 2,513) were assessed as compliant under the Act, the same as last year when 99.5% (2,470 of 2,482 reporting organisations) complied. Out of these 2,501 compliant organisations, 139 were approved to be waived from reporting for a future period of up to three years, which compares with 106 in 2006-07.

The number of non-compliant organisations this year was 12 (0.5% of 2,513), compared with 13 (0.5% of 2,482) in 2006-07 and 13 (0.5% of 2,529) in 2005-06.

## Women's Workforce Participation

In 2007-08, employee data was available for 2,697 of the 2,712 organisations registered with EOWA. These 2,697 organisations employ 2,888,318 people, an increase from 2,725,088 in 2006-07.

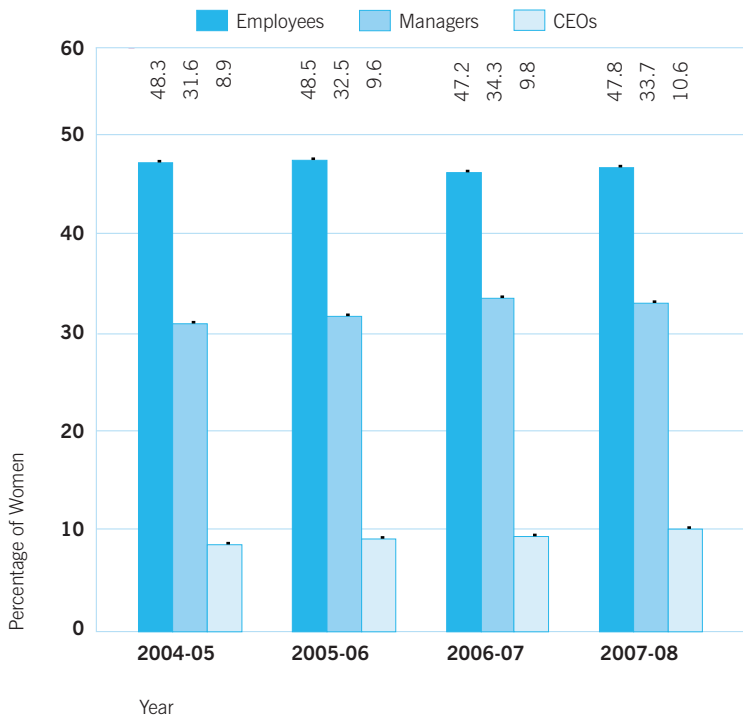
As at 17 October 2008, employee gender data was available for 2,326 reporting organisations. The proportion of women in these organisations is shown by employment category on the following page, together with the final figures for 2006-07 and 2005-06 (updated since the last Annual Report). These 2,326 organisations cover approximately 2,466,561 employees, approximately 47.8% or 1,179,882 women.

	2007-08 (%)	2006-07 (%)	2005-06 (%)
CEOs	10.6	9.8	9.6
Managers	33.7	34.3	32.5
Employees	47.8	47.2	48.5
Full-time Employees	36.1	34.3	35.1
Part-time Employees	77.0	77.5	77.8
Casual Employees	56.6	57.4	59.6
Part-time Managers	77.7	81.0	80.9
Casual Managers	57.6	56.6	56.1

Women's employment participation in the total workforce and management of reporting organisations for the past four years is shown in Figure 2.

FIGURE 2

**Women's Employment Participation in EOWA Reporting Organisations**



\* Interim figures as at 17 October 2008. The data from which these figures were derived was valid on the 17 October but is subject to variation.

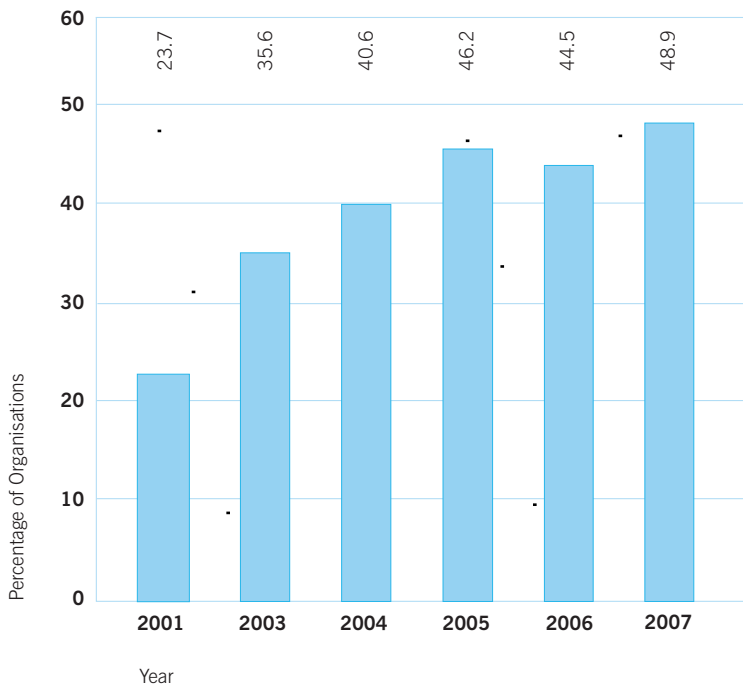
### EOWA Annual Survey – Paid Maternity Leave

Since 2001, EOWA has collected information about the provision of paid maternity leave. The data is collected through a telephone survey between the months of May and September each year. The sample size is statistically significant with on average 2500 employers surveyed annually.

In 2007-08, 48.9% of organisations with one hundred employees or more reporting to EOWA currently provide paid maternity leave. There has been a steady rise in the percentage of organisations providing paid leave since the Agency started measuring this in 2001.

FIGURE 3

Provision of Paid Maternity Leave in EOWA Reporting Organisations



## **Educating HR and Diversity Practitioners**

### **Workshops and Education Sessions**

EOWA conducts workshops and other educational sessions to assist clients in developing EO workplace programs and to educate employers about the business benefits of removing barriers to women's participation in the workplace.

Throughout the year a total of 23 workshops were conducted across Australia, attracting 211 attendees.

All workshop participants received an evaluation form with which to provide feedback in relation to content and achievement of objectives. One hundred per cent of respondents agreed or fully agreed that their workshop expectations had been met.

### **Consultancy Services**

Consultations are designed to deliver improved outcomes for women and align equal opportunity practices with the organisation's business needs. Employers are able to choose from a range of services, including informative and practical workshops, an analysis of current workplace programs, internal training, analysis of their policies, motivational presentations and industry-specific reports, along with advice on how to become a leading organisation for the advancement of women.

Consultations show the benefits of equal opportunity for women in the workplace and provide organisations with ideas and strategies to encourage women to reach their full potential in their workplaces, and improve organisational outcomes.

This year, EOWA conducted 47 individual workplace consultations, down from 60 conducted in 2006-07.

During this period, the Education and Consultancy team undertook the successful development of an online training product for clients, 'Bullying and Harassment Prevention: An EOWA Online Program'.

## **Advice and Consultation**

An important part of EOWA's role is educating and assisting organisations to achieve equal opportunity for women in their workplaces. To this end, EOWA provides advice and consultation both over the telephone and in person to reporting clients, media, academics, students, government organisations, women's groups and the general public.

Detailed assistance is provided to employers on interpretation of the Act, how to comply with the Act, workplace program development, how to use EOWA's workplace development tools, case studies from leading organisations and general information on issues for women in the workplace.

For the period 1 July 2007 to the end of the 2007-08 financial year, EOWA responded to 3,317 inquiries (compared to over 1,933 inquiries in 2006-07). Additionally, during the 2007-08 reporting year, every reporting organisation was provided with personalised and industry-specific assistance on their workplace program.

## **Website**

EOWA's website offers a range of online tools and a library of resources including leading organisations' policies, practices and case studies, designed to enhance the development of successful EO workplace programs.

EOWA continued to enhance the resources available to business by improving the navigability of the website, allowing easier access to up-to-date reporting and research information.

These updates and improvements have helped to ensure a more current, user-friendly website that is an informative resource for business, the media, government and the general public.

## **Communications**

### **Speeches and Presentations**

An important educational role for the Agency is to publicly address the current issues facing women in the workplace.

This year, EOWA representatives delivered public addresses across the nation and internationally to a broad range of audiences including government agencies, women's networks, private companies, industry groups and universities.

## **Publications**

### ***Generation F: Attract, Engage, Retain***

This report analysed the findings from a series of focus groups and an online survey, revealing the perceptions and attitudes of men and Generation F (women in the Australian labour force, including women wishing to return to work, who are aged between 16 and 65 year) toward their careers and workplaces, outlining the factors they consider most important when choosing an employer and identifying the issues that will motivate them to move on.

Key findings included:

- both women and men identify good pay and bonuses as the most important factor when job seeking;
- women are also more likely to consider additional factors such as the promotion and support of women, flexible working conditions, women in senior positions and the provision of paid maternity leave to be significant when job seeking;
- almost 20% of women indicate that they intend to leave their jobs to start up their own business in the next few years, while only 14% of women plan to leave the workforce to have children;
- nearly one quarter of women and men do not believe that women are treated equally to men in the workplace;
- nearly half of all employees believe that a boys' club exists within their organisation;
- nearly 40% of women and 30% of men say that men in their workplace progress and are promoted more quickly than women;
- nearly one in ten women left their last job as a result of bullying and harassment.

The *Generation F* report also included advice for employers and examples of how organisations can harness the skills, commitment and ambitions of Generation F to benefit their workplace.

This research was sponsored by the largest specialist recruitment company in Australia, Hays. The publication was launched at luncheon events hosted by Hays in Sydney, Melbourne and Brisbane, with 100 business executives in attendance at each event.

### ***Gender Income Distribution of Top Earners in ASX200 Companies Report***

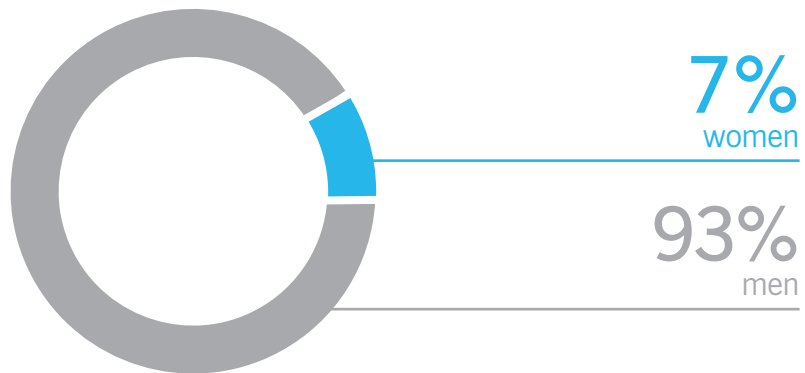
An unprecedented piece of research, this report investigated issues of pay disparity, using data collected as part of the 2006 EOWA Australian Census of Women in Leadership. The research examined the declared Top Earners of Specified Executives of the 180 ASX200 companies that included this information in their annual reports, to explore how gender interacts with this most senior level corporate status.

Key findings included:

- women hold only 7% of Top Earner positions in the ASX200;
- the overall median pay for women at Top Earner level is 58% of the overall median pay for men;
- female Chief Financial Officers and Chief Operating Officers earn half the wage of their male equivalents;
- in CEO positions, a female CEO earns two-thirds the salary of her male counterpart;
- men in both line and support positions are more likely to be Top Earners than women;
- even in support roles where women are concentrated, women have less than a 50% chance of being a Top Earner;
- even in human Resources positions where women are more common, the pay gap is 43%;
- 60% of female Top Earners work in the bottom 100 ASX200 companies by market capitalisation;
- a higher percentage of Top Earners are female in ASX200 companies with more women on the board.

FIGURE 4

Top Earner Status of ASX200 Companies by Gender



#### EOWA News Alert

EOWA regularly distributes an electronic newsletter, which provides tailored, relevant and topical information to clients and subscribers ranging from small and medium enterprises, academics, government, women's groups and the general public.

Each edition explores a specific EO issue, provides reporting-related information and updates on relevant internal or external events. The publication is distributed to over 7,000 subscribers.

## **EOWA Australian Census of Women in Leadership**

Produced every two years, the next EOWA Census is to be released in October 2008.

### **Media**

EOWA's media strategy continues to position the organisation as a key voice for working women in Australia. This profile provides a platform which allows EOWA to work alongside some of Australia's foremost business leaders.

In 2007-08, the Agency achieved at least 363 known media mentions (203 print articles and 160 radio, TV and online media), compared with 228 print and 106 radio, TV and electronic media stories in 2006-07.

## **Building Partnerships and Engaging Business Leaders**

EOWA has continued to develop and strengthen strategic relationships with leading organisations and networks in Australia over the past year.

EOWA's key projects in 2007-08, which were aimed at inspiring leaders to take action to help women advance in the workplace, were:

- *Gender Income Distribution of Top Earners in ASX200 Companies* Report
- *Generation F: Attract, Engage, Retain*
- The EOWA Business Achievement Awards
- The EOWA *Employer of Choice for Women* citation
- Networking and representation of EOWA on industry bodies

### **EOWA Business Achievement Awards (BAA)**

Nearly 500 business leaders attended the 2007 BAA event to honour Australian business leaders and the organisations that have strategically driven the advancement of women in their workplace. Corporate sponsors included American Express Australia, Australian Industry Group, Clayton Utz, Commonwealth Bank of Australia, Deloitte Touche Tohmatsu, ExxonMobil, Hays, and IBM Australia.

This prestigious EOWA event is a way of focusing attention on women in the workplace and recognising equal opportunity excellence.

The 2007 BAA winners are listed in Appendix 11.

### **EOWA Intimate Conversation Forum**

The EOWA Intimate Conversation is an annual 'up close and personal' forum where CEOs from leading-practice organisations discuss their assessments of the important issues for women in the workplace and the obstacles facing them. The panel speaks openly and honestly about the issues they have encountered in driving EEO.

Over 90 people from a diverse range of industries attended the July 2007 event. The panel comprised Christine Bartlett, Australian Chief Executive Officer, Jones Lang LaSalle; Russell Caplan, CEO of The Shell Company Australia; Ahmed Fahour, Australian Chief Executive Officer, National Australia Bank; and Giam Swiegers, Chief Executive Officer, Deloitte Touche Tohmatsu. Facilitating the discussion was journalist Jennie Brockie.

### **EOWA Employer of Choice for Women (EOCFW)**

In March 2008, 99 organisations featured on the EOWA Employer of Choice for Women list. This number is a decrease from the 131 organisations which achieved the citation in 2007. This decrease may be attributed to the addition of the six pre-requisites which require more specific outcomes for women than in previous years.

This year's EOCFW list is provided in Appendix 12.

To be an EOWA Employer of Choice for Women, an organisation needs to:

- have policies in place (across employment matters) that support women across the organisation;
- have effective processes (across employment matters) that are transparent;
- have strategies in place that support a commitment to fully utilising and developing its people (including women);
- educate employees (including supervisors and managers) on their rights and obligations regarding sex-based harassment;
- have an inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable;
- deliver improved outcomes for women and the business.

Organisations seeking the EOCFW citation, including current citation holders, are required to submit an application each year to ensure that their current workplace programs are meeting the six criteria and six pre-requisites required for the awarding of EOCFW status.

Organisations which are applying for the first time or who have new CEOs are contacted by EOWA and a fifteen minute telephone conversation is organised with the CEO to confirm that s/he champions EO for Women in the organisation.

Organisations that no longer demonstrate the criteria are removed from the list.

**The pre-requisites added to EOCFW for inclusion on the 2008 list are:**

1. Equal Opportunity for Women is a standing agenda item on a committee chaired by the CEO or his/her direct report;
2. Female managers can work part-time;
3. Paid Maternity leave is available – minimum six weeks paid leave after 12 months' service;
4. Sex-based harassment education is conducted at induction for all staff (including management, contract staff and casual staff); plus refresher education OR update is received by all staff (including management, contract staff and casual staff) at least every two years;
5. The Pay Equity Gap between average male and female salaries at each level of the organisation is less than the national gender gap identified by ABS research. Additionally, the organisation's overall pay gap must be less than the organisation's industry average pay gap, based on current ABS statistics;
6. The percentage of managers who are women must be greater than the percentage of female managers identified by ABS research OR the organisation's percentage of female managers must be greater than the industry-sector average.

The percentages relevant to the gender pay gap and female managers change yearly based on ABS statistics available at 31 March. Organisations applying in 2008 for inclusion on the EOCFW list in 2009 must achieve a pay equity gap between average female and average male salaries at each level of the organisation of less than 15.6% as well as achieving an overall average pay gap which is less than their industry group average at 31 March. At least 28% of managers must be women for inclusion on the EOCFW 2009 list, OR the organisation's percentage of female managers must be greater than the 31 March ABS industry-sector average.

**Networking and Representation of EOWA**

During the year, EOWA was a member of a number of external organisations, including:

- The NSW Equal Employment Opportunity Practitioners' Association (NEEOPA)
- The Equal Employment Opportunity Network, Victoria (EEON)
- The Equal Opportunity Practitioners' Association, Queensland (EOPA)
- The Equal Employment Opportunity Network Australasia (EEONA)

EOWA also sponsored the Macquarie Graduate School of Management's *Women, Management and Employment Relations* Conference.

Throughout the year, the Agency Director participated in and attended numerous external events and accepted all appropriate guest speaking invitations convenient to her schedule.

### **Purchaser/Provider Arrangements**

EOWA entered into a purchaser/provider arrangement with the Department of Employment and Workplace Relations (DEWR) for the provision of administrative and information technology for part of the 2007-08 financial year under a Memorandum of understanding. Due to the Machinery of government changes, the agency was moved from DEWR to Families, Community Services and Indigenous Affairs (FaHCSIA) and hence entered into a new Memorandum of understanding with FaHCSIA for the provision of similar services.

### **Where Performance Targets Differ from PBS**

Not applicable. Performance targets did not differ from the PBS.

### **Factors and Events Influencing Performance**

Now in its second year of implementation, the new EOWA reporting database application, Resolve, has stabilised. The application has met with EOWA's performance levels. The success of the application has led to integrating other business processes, which were previously done in silos.

### **Significant Changes in Nature of Principal Functions/Services**

There have been no significant changes to EOWA's principal functions or services over the past reporting period. EOWA has had no significant changes to its principal functions or services since the introduction of the amended legislation as outlined in the 1999-2000 EOWA Annual Report.

### **Service Charter**

EOWA's Service Charter outlines the key service standards that EOWA commits to abide by in order to respond to the needs of business and working women. External queries or complaints are responded to quickly and client feedback on EOWA's service is encouraged.

Of the 3,317 calls received in the period from July 07 – June 08, 60 calls were from members of the public whom EOWA referred to other agencies as we could not assist them, and 554 calls were relating to rights and obligations under the Act and how EOWA could provide assistance to meet those obligations.

The Service Charter is available on EOWA's website at:  
[http://www.eowa.gov.au/About\\_EOWA/Our\\_Services/EOWA\\_Service\\_Charter.asp](http://www.eowa.gov.au/About_EOWA/Our_Services/EOWA_Service_Charter.asp)

### **Financial Performance**

The total appropriation for EOWA in 2007-08 was \$2,958,000.

### **Significant Changes from Prior Year or from Budget**

There were no significant changes.

TABLE 2

## Summary Resource Table by Outcome

	(1) Budget* 2007-08 (\$)	(2) Actual Revenue 2007-08 (\$)	(3) Actual Expenses 2007-08 (\$)	Variation (3) – (2)	(4) Budget** 2008-09 (\$)
<b>Administered Expenses (including third-party outputs)</b>	–	–	–	–	–
<b>Total Administered Expenses</b>	–	–	–	–	–
<b>Price of Output</b>					
Output – Administration of the Act, Advice, Education, Information and Communication	2,972,000	2,972,000	3,429,065	–	2,938,000
Reduction of appropriations (Appropriation Act section 9)		(14,000)			
<b>Subtotal of Output</b>	<b>2,958,000</b>	<b>2,958,000</b>	<b>3,429,065</b>	<b>–</b>	<b>2,938,000</b>
<b>Revenue from Government (Appropriation) for Outputs</b>	<b>2,958,000</b>	<b>2,958,000</b>	<b>–</b>	<b>–</b>	<b>2,938,000</b>
<b>Revenue from Other Sources</b>	<b>366,000</b>	<b>448,034</b>	<b>–</b>	<b>–</b>	<b>466,000</b>
Other Sources – Resources received free of charge from Government, EOWA services to external entities and sale of assets	<b>44,000</b>	<b>46,975</b>	<b>–</b>	<b>–</b>	<b>96,000</b>
<b>Total Price of Output</b>	<b>3,382,000</b>	<b>3,453,009</b>	<b>3,429,065</b>	<b>23,944</b>	<b>3,500,000</b>
<b>TOTAL FOR OUTCOME (Total Price of Outputs and Administered Expenses)</b>	<b>3,382,000</b>	<b>3,453,009</b>	<b>3,429,065</b>	<b>23,944</b>	<b>3,500,000</b>
Average Staffing Levels [ASL]	20	19	19	–	20

\* Full-year Budget, including additional Estimates

\*\* Budget prior to additional Estimates

### Developments since end of Financial Year

No new developments have occurred since the end of the financial year.