

Commission Corporate Services

Governance 2016-17

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Governing legislation

The Commission is a statutory authority established by the *Legal Services Commission Act 1977* (the Act). It is a body corporate. It is not an instrumentality of the Crown and is independent of Government.

The Director of Legal Services is a member of the Commission. The Director is appointed by the Commission and holds office on terms and conditions determined by the Commission and approved by the Governor.

The Director is responsible to the Commission for the provision of legal assistance in accordance with the Act. Accordingly, the Director oversees the daily management of the Commission.

Transparency and accountability is ensured through external auditing, reporting to the Commonwealth and State Governments and the tabling of audited financial statements as contained in this Report.

On 1 December 2016 the *Legal Services Commission (Miscellaneous) Amendment Act 2016* commenced. This amending Act altered the governance of the Commission by reducing the number of Commissioners from 10 to 5, and removing the representational nature of the appointments to the Commission. As a consequence, the legislation included a requirement to establish a *Legal Profession Reference Committee* to advise the Commission in relation to–

- any matter referred to it by the Commission; or
- any of the Commission's functions under the Act.

The *Legal Profession Reference Committee* consists of seven members, being–

- the Chairperson of the Commission;
- the Director;
- an employee of the Commission;
- two members nominated by the Law Society; and
- two members nominated by the South Australian Bar Association.

Prior to the amending legislation, Commissioners determined appeals against a refusal of the Director to grant assistance for legal representation. With the reduced number of Commissioners this was no longer feasible. Accordingly, the legislation provided for the Commission to establish a panel of persons with appropriate qualifications and experience to hear appeals against decisions of the Director.

The Commission

Since 1 December 2016 the Commission has consisted of–

- the Chairperson, appointed by the Governor on the nomination of the Attorney-General;
- three persons appointed by the Governor on the nomination of the Attorney-General, of whom–
 - at least one must have experience in financial management; and
 - at least one must, in the opinion of the Attorney-General, be an appropriate person to represent the interests of assisted persons;
- the Director.

Other than the Director, each member of the Commission holds office for three years and at the end of the term of appointment is eligible for reappointment.

The Commission comprises–

- Michael Abbott AO QC LLB—Chairperson, appointed 12 December 2013;
- Alan Herald FCA—appointed 6 December 2012;
- Alison Lloyd-Wright BA (Hons), LLB—appointed 12 December 2013;
- Catherine Nelson LLB—appointed 29 May 2014;
- Gabrielle Canny LLB—appointed Director 2 August 2012.

The appointment of the following Commissioners ceased on 1 December 2016–

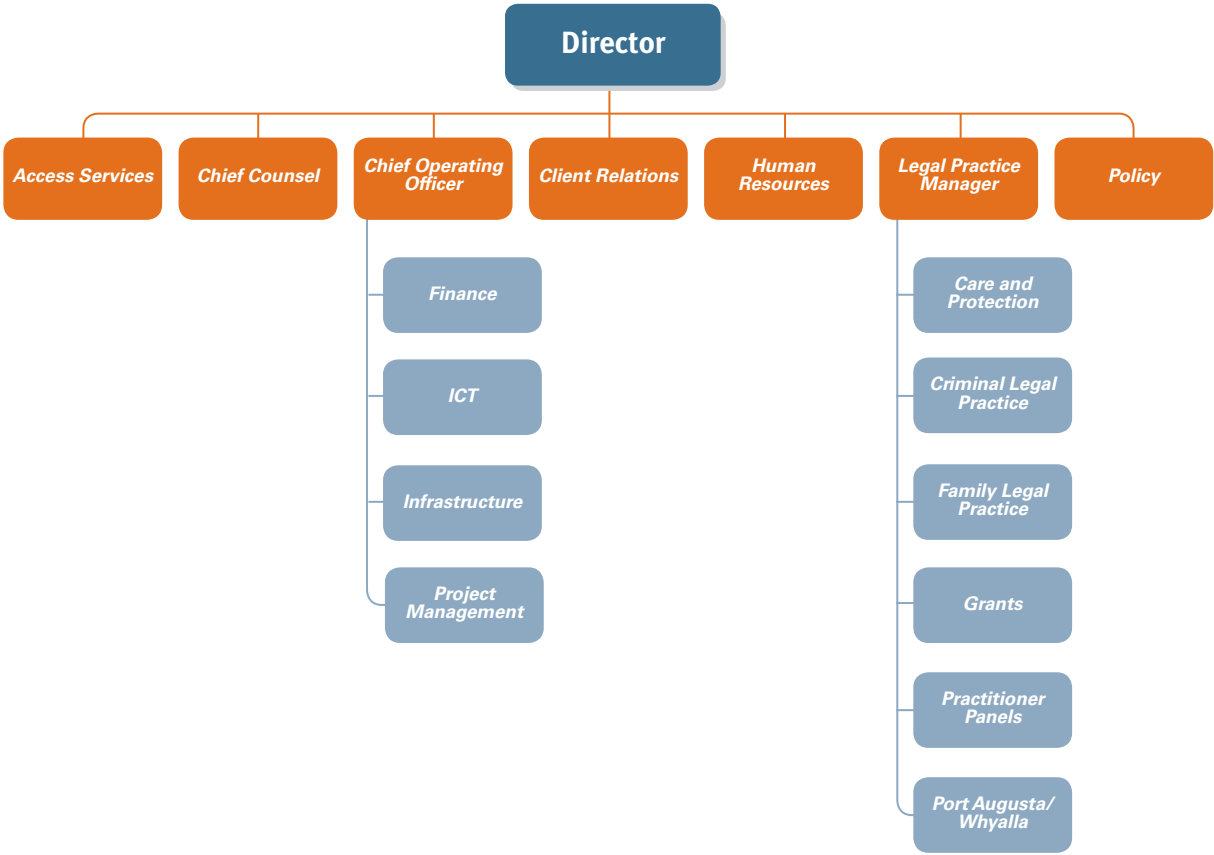
- Michael Dawson BA, Dip Ed—appointed 16 February 2006;
- John Keen LLB, LLM—appointed 5 November 2015;
- Craig Caldicott LLB—appointed 5 February 2015.

The Commissioners determine the broad policies and strategic priorities of the organisation. In the 2016-17 financial year, 10 Commission meetings were held. The Commission is advised on specific matters by a number of committees. In 2016-17 these included the–

- Accommodation Committee;
- Audit, Compliance and Risk Committee;
- Budget Committee;
- Conference Committee;
- Funding guidelines and Panels Review Committee;
- ICT Steering Committee;
- Panels Appeal Committee; and
- Staffing and Remuneration Committee.

Organisational Structure

The Commission provides legal assistance through two programs—the Access Services Program and the Representation Program. Services under both programs are provided to rural and remote clients through Commission offices at Whyalla and Port Augusta.



Audit, Compliance and Risk Committee

The Audit Compliance and Risk Committee assists the Commission to fulfil its governance responsibilities. It provides oversight of financial matters and risk management.

The Committee considers–

- all matters that relate to the financial affairs of the Commission;
- the findings of the external audit conducted by the Auditor General;
- risk management strategies and exposures as they arise; and
- any other matters referred to it by the Commission.

Key risk indicators have been developed to monitor risks against likelihood and impact. Regular reports on risk assessment, and the action taken, are provided to the Committee.

The financial management of the Commission is in accordance with applicable Australian Accounting Standards, the Treasurer's Instructions and Accounting Policy Statements. To minimise the potential for fraud, a risk register, a Financial Management Compliance Program and accounting procedures and policies are maintained and regularly reviewed in conjunction with the external auditors and the Audit, Compliance and Risk Committee.

National Partnership Agreement

The current National Partnership Agreement on Legal Assistance Services (NPA) commenced on 1 July 2015 for a five year term. It is an agreement between the Commonwealth and states and territories under which the Commonwealth funds each legal aid commission. Performance indicators established under the NPA must be met as a prerequisite to continued Commonwealth funding.

The objective of the NPA is a national legal assistance sector that is integrated, efficient and effective, focussed on improving access to justice for disadvantaged people and maximising service delivery within available resources.

Corporate Planning

The current three year Commission Corporate Plan was launched in November 2015. It is available under the *About Us* section of the Legal Services Commission website.

Commission performance against the key performance indicators identified in the Corporate Plan is available at *Appendix 1* of this Report.

Staff 2016-17

As at 30 June 2016, the Commission employed 206 people (both legal and non-legal) to carry out its functions under the Act. Each person is appointed on such terms and conditions as are determined by the Commission and approved by the Commissioner for Public Sector Employment.

During the reporting year many members of staff contributed, in their own time, to professional associations. In addition, staff members were involved in a wide variety of community organisations.

Leadership structure

In May 2017 Karen Lehmann, the Deputy Director and Manager Legal Representation, retired. Karen provided valuable support to the Commission for 25 years and her expertise and experience greatly benefited the organisation.

On Karen's retirement the role was reviewed resulting in a restructure at the Executive level. The Deputy Director and Manager Legal Representation position was divided into two roles, Chief Operating Officer and Legal Practice Manager.

An extensive process was undertaken to identify appropriate candidates for these roles, resulting in the appointment of David Mazzone, Chief Operating Officer and Diana Newcombe, Legal Practice Manager. Both David and Diana bring a wealth of strategic management expertise and are well placed to assist the Director with the effective management and innovative focus required for the future.

Professional development

The mandatory continuing professional development scheme (CPD) requires legal practitioners to complete a minimum of 10 units of CPD activity each year to maintain a practising certificate. The Commission supports staff in accumulating these points, with the Access Services Division, the Family Law Practice Division and the Criminal Law Practice Division all organising internal training sessions for members of staff. During 2016-17 presenters included senior criminal law and family law practitioners and members of the judiciary.

Legal practitioners and other staff also regularly attend external continuing legal education seminars and workshops and present papers or participate as panellists in a range of forums.

Performance and Development System

A review of the Commission's Performance and Development System is currently being undertaken. The purpose of the review is to ensure that processes meet both current and future needs to support staff throughout their career at the Commission. The review is consistent with the work being undertaken in the broader public sector which continues to focus on adopting best practice methodologies across Human Resource activities. During the year, 24% of staff engaged in the personal development review program.

Work Health & Safety

The Commission continues to have an impressive work health and safety record with no notifiable incidents recorded this year.

Areas of focus for 2016-17 were the safety of staff and clients and wellbeing initiatives for staff. The Employee Assistance Program was reinvigorated with staff being made aware that it is not only for use in a crisis, but is also to be used as a regular 'health check'. This change in messaging has resulted in–

- more open discussions around safety and wellbeing across the organisation;
- team leaders and managers actively encouraging the use of this support program;
- destigmatising accessing these support services; and
- increased usage.

Given the nature of the work at the Commission, and the at times aggressive and confronting situations with which staff are faced, the Employee Assistance Program continues to be a foundation piece in supporting well-being.

As required, the Commission engages an occupational therapist to ensure appropriate work space set up for staff.

Law graduates

Law graduates who are not yet admitted to legal practice are eligible to participate in a six week block of work experience at the Commission. Four blocks of six weeks occurred in the 2016-17 financial year.

Employee numbers, status and gender as at 30 June 2017

Number of employees	Total
Persons	206
Full-time equivalent	189.4

Gender	% Persons	% FTE's
Male	23.3	25.1
Female	76.7	74.9

Number of persons during 2016-17 financial year who	Total
separated from the Commission	25
were recruited to the Commission	27

Number of persons at 30 June 2017	Total
on leave without pay from the Commission	1

Number of employees by salary bracket

Status of employees in current position

FTEs	Ongoing	Short-term contract	Long-term contract	Casual	Total
Male	31.5	9	7	0	47.5
Female	99.1	37.7	3	2	141.8
Total	130.6	46.7	10	2	189.3

PERSONS	Ongoing	Short-term contract	Long-term contract	Casual	Total
Male	32	9	7	0	48
Female	113	40	3	2	158
Total	145	49	10	2	206

Salary bracket	Male	Female	Total
\$0-\$59 599	4	47	51
\$60 000 - \$74 999	9	54	63
\$75 000 - \$94 999	12	30	42
\$95 000 - \$99 999	1	1	2
\$100 000 +	22	26	48
Total	48	158	206

Staff 2016-17

Executives by gender, classification and status

Classification	Ongoing		Tenured		Untenured		Other		Male		Female		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Total	% Exec	Total	% Exec	
Executive A	0	0	1	0	3	1	0	0	4	50%	1	12.5%	5
Executive B	0	0	0	0	1	0	0	0	1	12.5%	0	0%	1
Executive C	0	0	0	0	0	1	0	0	0	0%	1	12.5%	1
Executive D	0	0	0	0	1	0	0	0	1	12.5%	0	0%	1
Total	0	0	1	0	5	2	0	0	6	75%	2	25%	8

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Leave Type	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Sick leave	7.97	6.65	6.94	6.91	7.18	5.98	6.68
Family carer's leave	0.75	0.87	0.71	0.85	0.80	1.02	1
Miscellaneous special leave	1.05	1.14	0.96	0.77	0.86	0.7	0.75

Average days leave per full time equivalent employee

Number of employees by age bracket and gender

Age Bracket	Male	Female	Total	% of Total
15 - 19	0	0	0	0
20 - 24	0	3	3	1.5
25 - 29	6	16	22	10.7
30 - 34	9	17	26	12.6
35 - 39	6	19	25	12.1
40 - 44	0	16	16	7.8
45 - 49	5	21	26	12.6
50 - 54	4	23	27	13.1
55 - 59	10	24	34	16.5
60 - 64	8	15	23	11.2
65+	0	4	4	1.9
Total	48	158	206	100

Aboriginal and/or Torres Strait Islander employees

Salary bracket	Aboriginal employees	Total employees	% Aboriginal employees
\$0 - \$59 999	0	51	0
\$60 000 - \$74 999	1	63	1.58
\$75 000 - \$94 999	0	42	0
\$95 000 - \$99 999	1	2	0.5
\$100 000 +	1	48	0
Total	3	206	1.46%

Cultural and linguistic diversity

Employees	Male	Female	Total	% of Agency
Number of employees born overseas	7	32	39	18.93%

Total number of employees with disabilities *according to Commonwealth DDA definition*

Employees	Number
Male	0
Female	1
Total	1
% of Agency	0.5%

Voluntary flexible working arrangements by gender

Leave type	Male	Female	Total
Purchased Leave	0	0	0
Flexitime	13	101	114
Compressed weeks	0	2	2
Part-time	2	49	51
Job share	0	0	0
Working from home	0	0	0

Type of disability *where specified*

Disability	Male	Female	Total	% Agency
Requiring workplace adaptation	0	1	1	0.5%
Physical	0	1	1	0.5%
Intellectual	0	0	0	0%
Sensory	0	0	0	0%
Psychological/ Psychiatric	0	0	0	0%

Work Health and Safety Management

Table 1: Work Health and Safety Prosecutions, Notices and Corrective Action Taken	Total
• Number of notifiable incidents pursuant to WHS Act Part 3	Nil
• Number of notices served pursuant to WHS Act ss 90, 191, and 195 (Provisional improvement, improvement and prohibition notices)	Nil
• Number of prosecutions pursuant to WHS Act Part 2 Division 5	Nil
• Number of enforceable undertakings pursuant to WHS Act Part 11	Nil

Table 2: Work Health and Safety Performance	2016-17 \$m
• New workplace injury Claims	Nil
• Significant injuries: time lost exceeds one working week	Nil
• Significant musculoskeletal injuries: time lost exceeds one working week	Nil
• Significant psychological injuries: time lost exceeds one week.	Nil
• Total Claims Expenditure	Nil

Note: The Commission is not a South Australian Government exempt employer but has based its Work Health and Safety Program on prescribed WorkCover requirements.

The Commission is self insured for workers compensation claims and rehabilitation management. It pays an annual premium to an insurance provider from which all income maintenance, medical and rehabilitation costs are met, excepting the first two weeks of salary following an injury.

For workers compensation purposes the Commission has been assessed as a low risk employer and accordingly pays a low workers compensation premium. For 2016-17, the premium cost was 0.72% of total salary remuneration. This amounted to \$126 960 for the 2016-17 financial year.

Support Services 2016-17

Information and communication services

The Commission supports operational and client needs through the use of appropriate technology. The significant achievements of 2016-17 include–

- completing the rollout of portable computing devices to representative lawyers and other mobile staff, enabling access to Commission systems from courts, tribunals and other locations;
- updating and expanding the video conferencing equipment to enable IP based video conferencing from all Commission offices, allowing video interviews with imprisoned clients and the remote appearance of Commission lawyers in courts;
- implementing an online application form for grants of legal aid, through the whole of government *iApply* forms system;
- continuing the refinement of Commission reporting systems;
- commencing the implementation of an Electronic Document and Records Management System to improve the management of documents within the Commission; and
- implementing the 24Legal web service which presents legal information to the public through a decision making tree, assisting users to access the relevant information through a series of refining questions.

Records management

The Commission is required to comply with the *State Records Act 1997* which mandates the care, management and disposal of official records. Focus on achieving 100% compliance has continued during 2016-17, with–

- continued implementation of the five year records management strategy, developed in 2012-13;
- tendering, selecting and implementing a records compliant electronic document records management system; and
- submitting 3 series registrations to State Records to enable the transfer of permanent records to State Records.

Library

The Commission library is widely regarded as one of the most comprehensive law libraries in South Australia. The proliferation of new legislation requires in-house legal practitioners to be regularly updated about legislative and case law changes. Commission library programs and updates, specifically designed to keep practitioners informed of legal developments as they occur, are available to all staff. The Law Librarian provides research assistance to in-house staff and to legal practitioners acting on a grant of legal aid.

Involvement with Stakeholders and the Community 2016-17

Legislative and policy reform

Through the Commission's unique and extensive experience in criminal, family and civil law matters it is able to assist its stakeholders and the community in developing policy and law reform relevant to justice issues. Commission staff frequently participate in justice projects, stakeholder forums and working groups, committees and liaison meetings where proposed legislative and policy reforms are discussed and debated.

During 2016-17 Commission staff responded to many requests for comment in relation to issues affecting clients. These submissions included–

- Elder Abuse Issues Paper (ALRC);
- Domestic Violence Discussion Paper (State);
- Whistleblowers Inquiry (Commonwealth);
- Mental Impairment Principles (State);
- Select Committee on the Administration of Prisons (State);
- Inheritance Law Reform (SALRI);
- Adult Police Cautions (State);
- A Better Family Law System (Commonwealth Parliamentary Inquiry to support and protect those affected by family violence);
- Consumer Law Review (Commonwealth);
- Inquiry into Graffiti Control Laws (Legislative Review Committee of SA Parliament);
- Provocation and related issues law reform (SALRI);
- Children's Protection Act (SA).

In addition, Commission staff expertise was sought by the State Attorney-General's Department in the development of the Department's criminal justice sector reforms. Practitioners have been actively involved in many initiatives including–

- the *Country Committal Project Board* – a project sponsored by the Director of Public Prosecutions, seeking to transfer the conduct of all country court committal matters from South Australia Police to the Director of Public Prosecutions;
- the *Major Indictable Reform Steering Committee* – this Committee, chaired by the Attorney-General's Department, seeks to ensure that the Director of Public Prosecutions, South Australia Police and the courts are in a position to meet the expectations set out in the *Summary Procedure (Indictable Offences) Amendment Bill 2016* and the *Criminal Law (Sentencing) (Sentencing Reduction) Amendment Bill 2016*;

Involvement with Stakeholders and the Community 2016-17

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- the *Communication Partner Service Working Group* – this working group is a multi agency body that oversees and monitors the *Communication Partner Service*. This service provides qualified people to assist vulnerable victims, witnesses and defendants (ie: children, people with intellectual and physical disabilities, individuals with mental health problems) in their interaction with the criminal justice system. The service forms part of the Attorney General's *Disability Justice Plan* and compliments the suite of reforms in the *Vulnerable Witnesses (Amendment) Act 2015*;
- Commission criminal law practitioners also participated in all Magistrates Court user groups and in justice sector trial projects such as the AGD eBrief Project (concerned with the development of digital briefs of evidence) and the Cross Agency Liaison Committee chaired by the Law Society which monitors professional access to clients in prison institutions.

Memorandum of Administrative Arrangement with State Government

Following Commonwealth funding cuts to the legal assistance sector, the South Australian Attorney-General's Department engaged Ernst and Young to undertake a review of community legal centres. On the basis of the review, the Department developed a new model for the sector, with the Commission providing an eligibility, triage and referral service for all legal assistance clients. The aim of the model is twofold – to ensure eligible clients are seen by the most appropriate service and to reduce the number of clients who get "lost in the system" without receiving appropriate assistance.

Involvement with Stakeholders and the Community 2016-17

Community involvement

The Commission participates in the broader community through the provision of legal education sessions to the public and community workers. The Commission also shares its knowledge and expertise with organisations involved in the provision of legal services. Examples of this include involvement with–

- committees of the Law Society;
- the Sentencing Advisory Panel;
- summary court user groups;
- the South Australian Family Law Pathways Network, which consists of representatives of all the major organisations in South Australia involved in the family law area;
- community legal centres;
- JusticeNet;
- Refugee Advocacy Service of South Australia;
- the Women's Information Service;
- SAPOL;
- Families SA;
- the Criminal Justice Sector Reform Council.

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Seeking stakeholder and community views

In developing policy the Commission consults regularly with the public, the State and Commonwealth governments, the courts, representative bodies of the legal profession, the office of the Director of Public Prosecutions, the South Australian Police, the Department of Corrections, community legal centres and other community organisations.

Partnerships 2016-17

The Commission is committed to providing legal services collaboratively with other organisations involved in the delivery of legal assistance services.

National Legal Aid

National Legal Aid is the representative body for all legal aid commissions around Australia and New Zealand. It meets regularly and is attended by Directors of all Commissions. It provides an overall view of the Australian legal aid sector, and the likely demands on local and national resources. In addition, various staff members contribute to working groups established by National Legal Aid, including the Family Law Working Group, the Family Law Dispute Resolution Working Group, the Criminal Law Working Group, the Community Legal Education Working Group and the Grants and National Statistics Working Group.

This financial year the Family Law Working Group of National Legal Aid was involved in the preparation and delivery of the second national Independent Children's Lawyer (ICL) Conference. The national ICL website continues to provide a range of information to assist ICLs, including providing access to case law, up to date social science research and a forum for communicating with other ICLs.

Australian Legal Assistance Forum

The Australian Legal Assistance Forum comprises National Legal Aid, the Law Council of Australia, Aboriginal and Torres Strait Islander Legal Services, the National Association of Community Legal Centres and National Family Violence Prevention Legal Services. This Forum provides an opportunity for discussion and collaboration in relation to national legal assistance issues.

South Australian Legal Assistance Forum

The South Australian Legal Assistance Forum consists of members from the Commission, community legal centres, Aboriginal legal services, the Law Society, university law school advice clinics, JusticeNet, and representatives of the State and Commonwealth governments. Meetings are hosted by the Commission, with the Director of the Commission chairing the Forum. The Forum considers opportunities for improved coordination and targeting of services between legal assistance providers in South Australia, as well as the linking of legal services with other service providers.

Partnerships 2016-17

Private Practitioners

The Commission and the South Australian community are well served by the generous co-operation of private legal practitioners in the delivery of legal aid services. The Commission acknowledges that its fee scales are considerably lower than published court scales or commercially negotiated fees. In March 2017 private practitioners received a 2% fee scale increase.

In the 2016-17 financial year private practitioners received \$19.31 million. They performed 67.7% of legal aid grants in criminal law matters, 68.4% of legal aid grants in family law matters, 68.8% of legal aid grants in civil law matters and 58.2% of legal aid grants in care and protection matters. Private practitioners also assist in delivering duty lawyer services at a number of courts across South Australia.

Reporting Responsibilities 2016-17

Complaints

The Commission takes complaints from members of the public, employing a full time Client Relations Coordinator, who resolves every complaint as equitably and efficiently as possible.

This financial year 589 enquiries were received, as compared to 661 last financial year. The majority of matters related to–

- eligibility for legal aid and assessment of that eligibility; or
- a decision to refuse legal aid funding.

82 complaints were made in relation to Commission services, equating to 0.07% of the 123 956 services provided. These complaints were mostly resolved by providing a fuller explanation of the Commission's processes and procedures.

18 complaints were made in relation to private practitioners, equating to 0.16% of the 11 253 services provided. This was a decrease from 28 in the 2015-16 financial year. These complaints were mostly resolved by clarifying the role of a private practitioner acting on a grant of legal aid and informing the complainant that unsatisfactory service provision may be reported to the Legal Profession Conduct Commissioner.

Client Relations Contacts 1 July 2016- 30 June 2017

Reason for contact	Protection Application	FDR	Child Support	Family	Criminal	Civil	General	Total	% of all Contacts
Refusal of aid	5	3	0	94	41	12	0	155	26.32
Entitlement to legal aid	0	3	1	199	22	3	0	228	38.71
Child representation	0	0	0	10	0	0	0	10	1.70
Commission service	0	1	2	33	37	7	2	82	13.92
Statutory charge	0	0	1	5	1	0	0	7	1.19
Private practitioner service	0	0	0	14	1	3	0	18	3.06
Discrimination	0	0	0	0	0	0	0	0	0.00
Conditions of aid (other than statutory charge)	0	0	2	3	5	0	0	10	1.70
Cap	0	0	0	1	0	0	0	1	0.17
Complaint to MP, Ombudsman etc	0	0	0	1	2	2	0	5	0.85
Other	2	0	2	16	24	16	13	73	12.39
Total	7	7	8	376	133	43	15	589	100%

Freedom of Information

Section 9 of the *Freedom of Information Act 1991 (FOI Act)* requires the Commission to publish an annual information statement containing the following information:

- **A description of the structure and function of the agency**

This information can be found in this report in the sections headed *About the Legal Services Commission* and *Commission Corporate Services*.

- **How the functions affect members of the public**

The Commission provides legal representation to applicants who meet the Commission's means, merits and guidelines test. Additionally, Commission staff provide free legal information, advice and minor assistance and a free duty lawyer service to all members of the public. Free publications on legal issues, an online Law Handbook and various community legal education programs are also available. Commission staff regularly provide input into legislative changes and government reviews.

- **Arrangements enabling members of the public to participate in the formulation of policy and exercise of functions**

Members of the public are invited to participate in the formulation of policy and the delivery of functions by completing a Feedback Form available at http://www.lsc.sa.gov.au/cb_pages/feedback.php.

Commission staff are members of various community organisations, both legal and non-legal. This community engagement promotes two way communication and feedback.

In 2016-17 a client survey was undertaken to ensure Commission services are tailored to meet clients' legal needs and capability levels – see section of report headed *Commission Clients*.

- **Documents usually held by the Commission**

The Commission has a computerised records management system and database that records details of accounts, clients, legal aid cases, legal aid files, legal advice and duty lawyer attendances. Hard copy files are maintained for each grant of aid and the location of these files is recorded in the computerised records management system. Management and administrative files are also maintained, with their location recorded on a manual system.

- **Access to documents**

The Commission's Freedom of Information Officer administers the *FOI Act* and facilitates, subject to exemptions and exceptions, access to documents and amendments to personal information held by the Commission. Arrangements can be made to inspect or purchase documents available under the *FOI Act* at 159 Gawler Place, Adelaide between 9.00 am and 5.00 pm on working days. Copies may be purchased for 50 cents per page, which may be waived in appropriate cases.

By prior arrangement with the Freedom of Information Officer, these documents may also be inspected and copies purchased at any of the Commission's offices.

Reporting Responsibilities 2016-17

In the 2016-17 financial year, nine applications for information were received under the *FOI Act*. Full release of the requested material was provided for four applications. Part release was given in one application. Four applications were refused as the Commission did not possess the requested information or documents. One contract containing approved confidentiality clauses was executed this year.

Whistleblowers Protection Act 1993

No disclosures of public interest information were made under the *Whistleblowers Protection Act 1993* during the financial year

Contractual arrangements

The Commission publishes contract details in accordance with the government's Contract Disclosure Policy. The information is available through the SA Tenders and Contracts website—<https://www.tenders.sa.gov.au>.

Fraud

No instances of fraud were recorded for the 2016-17 financial year.

Consultants

	Consultant	Purpose	Value GST inclusive
Below \$10 000	Harrison Research	Survey	\$8 593.75
	Stacey Nelan	Training x 2	\$650.00
Above \$10 000	—	—	—
Total all consultancies			\$9 243.75