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NOTE: The climax of the Awards Presentation Dinner is the announcement of the winner of the prestigious Report of the Year Award. The Finalists for this Award are selected from the Gold Award recipients.
In 1950 a group of leading business people established awards for excellence in preparing annual reports to improve the standards of financial reporting and communicating with stakeholders in Australia. These Awards, now known as the Australasian Reporting Awards (ARA), have been presented each year for 66 years.

The Awards are administered by Australasian Reporting Awards Limited, an independent not-for-profit organisation run by volunteer professionals from the business, government and not-for-profit sectors with the support of professional bodies concerned with the quality of financial and business reporting.

The Awards provide all organisations that produce an annual report an opportunity to benchmark their annual reports against the ARA criteria which are based on world best practice. In the General Award, Gold, Silver and Bronze Awards are presented to recognise the achievement of a high standard.

There are competitive Special Awards in specific areas of reporting such as Sustainability, Work Health & Safety, and Governance, and for Communication, Integrated Reporting and Online Reporting.

The ARA contributes to ongoing improvement in the quality of reporting by:

- Preparing and widely distributing criteria based on world best practice as guidelines for preparing an annual report;
- Conducting an annual Seminar on Reporting;
- Recognising excellence in reporting with Gold Silver and Bronze Awards; and
- Providing constructive feedback to organisations that enter the Awards.

1. To improve the quality of annual, sustainability and integrated reporting by organisations in Australia, New Zealand and other countries in the Asia-Pacific Region.

2. To raise awareness among the leaders and managers of organisations of the need for complete, open, honest, transparent and timely disclosure of information to stakeholders.

3. To enable private sector, public sector and not-for-profit organisations in Australia, New Zealand and other countries in the Asia-Pacific region to be highly effective in communicating financial, business and sustainability-related information.

4. To create greater community understanding of the purposes of organisations, about how they operate and the results they achieve.

5. To create greater community awareness of valid and objective measures of organisational performance, and greater understanding of the results an organisation has achieved.
I take this opportunity to commend all organisations that entered the 2017 Australasian Reporting Awards and all of those who were involved in preparing the annual reports. Sometimes your prodigious efforts are not fully appreciated.

The large number of people who willingly volunteer their time to review and assess the reports, and subsequently backup to provide constructive expert feedback to entrants to help them improve are also to be commended.

It is interesting to note that the numbers of entries from organisations located outside Australia increased significantly this year. International participants included organisations from New Zealand (twice as many as last year), Malaysia, Hong Kong, India and Indonesia - and two from Russia. Such entries can be attributed to increasing international awareness and regard for the rigor of the ARA adjudication and feedback process.

I know from my own past experience that entering the ARA Awards is a very effective way of obtaining an independent assessment of how well your annual report meets the information needs of your stakeholders.

Hugh Morgan AC
Patron, Australasian Reporting Awards

"The increasing number of entries from countries beyond Australia reflects high international regard for the rigorous ARA Awards process."
CHAIRMAN’S MESSAGE

This Handbook marks the transition between the presentation of the 2017 ARA Awards and the Call for Entries for the 2018 Awards.

It acknowledges organisations that have achieved high standards in reporting, and particular aspects of reporting, and includes brief judge’s comments on Gold Award and Special Award winning reports which collectively identify various elements that contribute to making an annual report more effective.

As we approach the 2018 Awards it is timely to reflect on the interaction between ARA and the organisations that enter the Awards.

Some organisations enter the Awards once, or only occasionally, while many others enter the Awards for several consecutive years as a positive approach to improving their quality of reporting (e.g. to transition from a Nil Award to a Gold Award). The very best reporting organisations are able to sustain a high standard of reporting despite organisational and regulatory changes, and amidst increasing stakeholder expectations for transparency and communication.

This year, to recognise some of the many organisations that have demonstrated a strong commitment to continued excellence in annual reporting, the ARA introduced the Chair’s Commendation. To be considered for this Award an organisation must achieve ten consecutive Gold Awards.

The three organisations selected to receive the inaugural Chair’s Commendation were Australian Broadcasting Corporation, Watercare Services and Woodside Petroleum. It gave me great pleasure to acknowledge their achievements.

ARA looks forward to having many other organisations achieving this milestone as we collectively work to improve transparency and stakeholder communication through excellence in reporting.

Suresh Cuganesan
Chair, Australasian Reporting Awards

“The very best reporting organisations are able to sustain a high standard of reporting despite organisational and regulatory changes, and amidst increasing stakeholder expectations for transparency and communication.”
Suresh Cuganesan is a Professor at the University of Sydney Business School and Deputy CEO of the John Gill Centre for Project Leadership. Suresh specialises in the areas of strategy execution, organisational design and performance measurement. His area of focus is on how public and private-sector enterprises can improve their achievement of policy and strategic goals through being better aligned, collaborative and innovative. Suresh worked in institutional banking and management consulting prior to joining academia. He has also advised and provided executive training for organisations in financial services, retail, energy, law enforcement, transport, government and recruitment services. He joined the ARA board in 2015 and was appointed Chair from July 2016.

Ray Lane is the principal of Ray Lane Consulting which specialises in analysing service delivery performance, organisational and management enhancement, risk management and reporting frameworks. During an extensive career in state and local government he held senior administrative positions covering stakeholder engagement; policy development; strategic and operational planning; performance review and evaluation; and development of governance frameworks. Ray is committed to a professional public sector and has held the position of National Secretary for the Institute of Public Administration Australia for seven years. Ray became an ARA Adjudicator in 2007 and a Coordinator in 2009. He joined the ARA Board in 2014 and is Company and Board Secretary.

Phil Hughes is a principal consultant at Hughes Strategic Consulting working in the areas of strategy development, business/service planning, sustainability and water and environmental management. He has a broad background in economics, public policy and sustainability with a particular focus on public sector annual reporting and sustainability reporting. He became an ARA Adjudicator in 2007 and joined the ARA Board in 2011.

Keith Roberts, Director of NFP Support Pty Ltd, is a consultant to the not for profit sector focusing on governance, boards and strategic restructuring. He was CEO of the Epilepsy Association to 2006 following 20 years in various management positions in CSR Limited to 1992. He participated in the Awards from 1982, was appointed an Adjudicator in 2007, a Coordinator in 2008 and was Chair of the Awards Committee from 2009 to 2015. He joined the Board in 2010.
John Horder AM
LLB FCPA
Director

John Horder is a consultant specialising in business interruption claims, product liability and recall, and litigation support. John has supported the ARA for over 20 years, first as a member of the Panel of Advisers and then as a Coordinator. He joined the Board in 1995 and he was Chair from 2001 to 2005.

Stephen Varady CSM
MA(Public Sector Leadership) Grad
Cert(Public Sector Management)
Director and Chair, Awards Committee

Stephen Varady is respected nationally within the corporate governance industry as a facilitator, public speaker and an authority in performance reporting. Stephen is considered to be very knowledgeable in the field of annual reporting and has provided guidance and advice to a great many organisations across Australia and New Zealand. Stephen became an ARA Adjudicator in 2008, a Coordinator in 2012 and joined the ARA Board in 2015.

Linda Stoneman
MBA
Director

Linda Stoneman is an experienced consultant and advisor in strategic planning, corporate performance and governance in the not-for-profit and public sectors. She has 20 years’ experience in metropolitan and regional local government and was the head of corporate planning and performance at Melbourne City Council for 12 years. Linda also has strong experience in the health sector, having established one of sixty-one Medicare Locals funded under a federal health reform program. Linda became an ARA Adjudicator in 2012 and joined the ARA Board in 2015.
UNCOMPROMISING ROASTED BLUE MUSSELS WITH LOCAL WAKAME, REKA PASTE AND FLOWERS

CHEF: BRADLEY HORNBY

Sanford teamed up with local chef Bradley Hornby of “Arbour” Restaurant in Blenheim to utilise by-products from both mussel farming and processing. This restaurant now has blue mussels and seaweed featuring on the restaurant’s mouth-watering menu. Refer to page 44 of this Report for further details.

SERVES FOUR

ROASTED MUSSELS

12 each blue mussels
100 gm Marlborough rock salt
3 large stalks wild fennel
6 each fresh bay leaves
2 each lemon zest (large strips)
2 gm Marlborough flaky sea salt
½ each lemon juice

TO FINISH

Picked wild fennel
Chives flowers
Mustard flowers
1 each shaved fennel bulb
Togarashi

FRESH WAKAME SALAD

300 gm fresh wakame (thoroughly washed)
50 ml good quality light soy
25 gm Urban HippieTM miso
½ each lemon juice
70 ml extra virgin olive oil
3 gm togarashi (Japanese chilli spice)

REKA PASTE

4 each nori sheets
2 each kombu sheets
100 ml mirin
50 gm caster sugar
5 gm wasabi
50 ml light soy
50 ml olive oil
50 ml rice wine vinegar
½ each lemon juice

R 16

Preheat oven to its highest setting.
Place the rock salt and aromats onto a baking tray and place the mussels on top.
Cool until the mussels begin to open.
Remove from oven and allow to cool enough to handle.
Remove the mussel from the shell and remove the beard also. Season with flaky sea salt and lemon juice.
Set to one side for service.

Bring a large pot of salted water to a boil.
Quickly blanch the wakame until the colour turns bright green and plunge into ice water immediately to stop the cooking process.
Drain the wakame and dry with paper towels.
Place all other ingredients in a bowl and whisk to combine.
Dress the blanched wakame with enough of the dressing to coat lightly.
To finish the dish spread some of the reka paste onto the base of a serving plate. Gently lay the wakame onto the plate and add some of the shaved fennel. Place the mussels on top and finish with the herbs and flowers.

METHOD

This dish was inspired by our desire to utilise and showcase some lesser used but equally delicious local produce. It was only through meeting Ted Culley and his passion for food that we are able to serve this dish in our Marlborough restaurant Arbour.

Bradley Hornby
CHEF AND OWNER, ARBOUR RESTAURANT, MARLBOROUGH
GO BEYOND THE NUMBERS

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BE HEARD. BE RECOGNISED.
AUDIT OFFICE OF NSW WINS THE 2017 ARA REPORT OF THE YEAR AWARD

THE AUDIT OFFICE OF NEW SOUTH WALES IS THE STATUTORY BODY THAT CONDUCTS FINANCIAL AND PERFORMANCE AUDITS FOR THE AUDITOR GENERAL OF NSW WHO HELPS THE PARLIAMENT TO HOLD GOVERNMENT ACCOUNTABLE FOR ITS USE OF PUBLIC RESOURCES.

The Audit Office has been persistent in setting the standard for public sector reporting for many years and is a deserving recipient of the 2017 Report of the Year Award. The Audit Office has received nine consecutive Gold Awards from 2009 to 2017 and was a Report of the Year in 2014.

In accepting the Award Ian Goodwin, the Deputy Auditor General, said, “I’m proud of how the Audit Office pulled together to produce this annual report. We have a culture which values the production of a high quality and insightful annual report, and recognises the report as an important way to showcase the hard work of our people, as well as to self-evaluate what we have done well and what we still need to work on.”

“The report is a true team effort, with staff across the human resources, finance, technology, business support, communications, financial audit, performance audit and executive areas all contributing and working cohesively to create something that captures the true impact of our work.”

JUDGES COMMENT

The ARA judges commented, “This is a comprehensive, well-structured, stakeholder-focussed report that provides a balanced view of the organisation. It includes both the good and the bad news. The content is well-written and easy to read and the structure makes it easy to navigate from place to place".

(1 to r) Suresh Cuganesan, ARA Chair; Ian Goodwin, Deputy Auditor-General; Renee O’Kane, Communications Manager; Emily Duncan, Exec Manager Communications; and Jon Aloni, President CPA Australia (Victoria).
CHAIR’S COMMENDATION

The Chair’s Commendation is a new ARA Award created to acknowledge organisations which have demonstrated a long-term commitment to excellence in reporting.

To be eligible to receive this Award an organisation must achieve ten consecutive Gold Awards.

ARA argues that regular independent benchmarking obtained by entering consecutive ARA Awards makes organisations better able to adapt to changing organisational circumstances, regulatory requirements and stakeholder expectations, and to achieve and maintain a continuing high standard in reporting.

The following three organisations were selected to receive the inaugural Chair’s Commendation:

- **Australian Broadcasting Corporation**: First 10 consecutive Gold Awards 2004 to 2013
- **Watercare Services Limited**: First 10 consecutive Gold Awards 2004 to 2015
- **Woodside Petroleum Limited**: First 10 consecutive Gold Awards 2004 to 2015

AUSTRALASIAN REPORTING AWARDS HONOUR ROLL 2000 TO 2017

The Honour Roll recognises organisations that have maintained a high standard in reporting over many years.

<table>
<thead>
<tr>
<th>Ten or More Consecutive Gold Awards</th>
<th>Number</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Broadcasting Corporation</td>
<td>14</td>
<td>2004 – 2017</td>
</tr>
<tr>
<td>Watercare Services Limited</td>
<td>12</td>
<td>2006 – 2017</td>
</tr>
<tr>
<td>Woodside Petroleum Limited</td>
<td>12</td>
<td>2006 – 2017</td>
</tr>
<tr>
<td>Gold Coast City Council</td>
<td>12</td>
<td>2003 – 2014</td>
</tr>
<tr>
<td>Australia Post</td>
<td>12</td>
<td>2003 – 2014</td>
</tr>
<tr>
<td>The Hospitals Contribution Fund of Australia (HCF)</td>
<td>11</td>
<td>2005 – 2015</td>
</tr>
<tr>
<td>Residential Tenancies Authority</td>
<td>11</td>
<td>2003 – 2013</td>
</tr>
<tr>
<td>BHP Billiton</td>
<td>10</td>
<td>2006 – 2015</td>
</tr>
<tr>
<td>Legal Aid NSW</td>
<td>10</td>
<td>2008 – 2017</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ten or More Non-Consecutive Gold Awards</th>
<th>Number</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurora Energy</td>
<td>12</td>
<td>2002 – 2014</td>
</tr>
<tr>
<td>Western District Health Service</td>
<td>11</td>
<td>2004 – 2015</td>
</tr>
<tr>
<td>Rio Tinto</td>
<td>11</td>
<td>2001 – 2012</td>
</tr>
<tr>
<td>West Wimmera Health Service</td>
<td>10</td>
<td>2001 – 2012</td>
</tr>
</tbody>
</table>

In earlier years, when less than ten Gold Awards were presented each year, the performance of CSR Limited was outstanding. CSR received 13 consecutive Gold Awards to 1994 and several more non-consecutive Golds through to 2003.
CHAIR’S AWARD FOR THE BEST FIRST TIME ENTRY

This is the 19th year since the Chair’s Award was introduced to recognise the quality of reporting by organisations that have entered the ARA Awards for the first time.

ARA is delighted that 48 organisations entered the Awards for the first time this year.

In addition to entrants from Australia and New Zealand some were from the Asia-Pacific Region (Hong Kong, Indonesia and Malaysia) and others were from further afield (India and Russia). All of these first-time entrants are to be commended for submitting their reports for critical assessment in the ARA Awards.

Two organisations were selected as finalists for this Award. Each of the finalists achieved a Gold Award.

MARIBYRNONG CITY COUNCIL

This attractive and very well-written report satisfies the ARA criteria at a high level. It clearly reflects the Council’s success in transforming a former industrial area into a growing, vibrant and diverse community.

Finalists
1. ASE Group – from Russia
2. Maribyrnong City Council

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Mayor Catherine Cummings (r), Deputy Mayor Sarah Carter (l), Deidre Anderson, Manager Communications and Chief Executive Officer Stephen Wall accepted the Award from ARA Director John Horder AM.
GOVERNANCE REPORTING AWARD

This Award was introduced in 1998 in association with Governance Institute of Australia (then Chartered Secretaries Australia) to recognise quality and completeness of disclosure in reporting on governance.

PRIVATE SECTOR WINNER

WOODSIDE PETROLEUM

This is a revealing report that includes clear, crisp explanations of compliance and of technical concepts such as materiality and risks. It is easy to read and navigate, and very well-linked to Woodside’s website.

Finalists
1. ASX Limited
2. CLP Holdings
3. Woodside Petroleum
4. Z Energy

PUBLIC & NFP SECTOR WINNER

NEW ZEALAND SUPERANNUATION FUND

The New Zealand Superannuation Fund presents pertinent information with outstanding transparency and honesty. The content is well-drafted to match the different needs and competencies of its different stakeholder groups.

Finalists
1. City of Gold Coast
2. Judicial Commission of New South Wales
3. New Zealand Superannuation Fund
4. Queensland Department of Transport and Main Roads
How a major Melbourne-based bank saves 1,000+ hours with Tangelo

Watch:
How Tangelo Works to Automate Your Annual Report Process

www.tangelo-software.com/video
Safe Work Australia congratulates the Bureau of Meteorology

For a second year, the Bureau of Meteorology wins the Work Health and Safety Reporting Award.

The Bureau of Meteorology leads the way in positioning work health and safety as a core part of all their business processes and decisions. Increasingly business leaders are recognising that good work health and safety practices can have a positive impact on an organisation’s productivity.

Annual reports show investors how organisations manage risk. Good work health and safety performance indicates that a business manages its risks well, and is likely to be more productive. By including high-quality work health and safety information in your annual reports, your organisation has an opportunity to establish itself as a leader in this area. Have a look at what the leaders in this field are doing, including the Bureau of Meteorology and the 2015 winner, the Civil Aviation Safety Authority.

Safe Work Australia is proud to sponsor the Work Health and Safety Reporting Award.

“Effective reporting on work health and safety not only seeks to communicate the commitment of management to a productive, healthy and safe working environment, evidenced by outcomes... but also ensures transparency about the organisation’s key WHS risks and the process used to manage them. Together this conveys the coherent ‘risk picture’ that so many stakeholders are now demanding.”

Dr Sharron O’Neill

www.safeworkaustralia.gov.au
INTEGRATED REPORTING AWARD

Since 2010 there has been growing interest and increased activity around the world in integrating the reporting of financial performance with other information such as strategies, governance, prospects and risks to better communicate an organisation’s ability to create value in the future.

ARA introduced a Special Award for Integrated Reporting in 2013 to support this international initiative and contribute to the evolutionary process.

SANFORD LIMITED

This is an excellent, well-rounded application of the integrated reporting framework. A good balance of narrative, tables, graphics and stories makes the content accessible and reader-friendly.

Finalists
1. Cbus
2. Sanford Limited

Lisa Martin, General Manager Sustainability for Sanford Limited accepted the award from Tang Lien, Managing Director of Nova Fusion.
COMMUNICATION AWARD

These Award was introduced in 1998 to recognise excellence in communicating with stakeholders.

PRIVATE SECTOR WINNER

GROWTHPOINT PROPERTIES AUSTRALIA

Strong messages upfront from the Chair and MD highlight the top ten achievements for the year and link them to supporting information elsewhere in the report. Succinct writing makes the content easy to absorb.

Finalists
1. Cover-More Group
2. Growthpoint Properties Australia

PUBLIC SECTOR WINNER

KIWI RAIL

The elegant design of this report grabs attention and engages the reader from the well-presented highlights at the beginning through to the interesting and informative case studies that add life and colour to the KiwiRail story.

Finalists
1. Australian Charities & Not-for-Profits Commission
2. KiwiRail
3. Plant & Food Research

NOT-FOR-PROFIT SECTOR WINNER

ROYAL FLYING DOCTOR SERVICE

The report clearly demonstrates the Royal Flying Doctor Service is well-advanced in patient communication and service delivery. A two-page map of locations and flight paths compellingly communicates the broad reach of the Service.

Finalists
1. Cancer Council NSW
2. National Road Transport Association
3. Royal Flying Doctor Service
ONLINE REPORTING AWARD

This Award was introduced in 2008 to recognise excellence in reporting online.

PRIVATE SECTOR WINNER

AGL ENERGY

This is a fresh, dynamic report that embraces online technology. It is well-designed for on-screen viewing and the presentation of financial information is exceptional.

Finalists
1. AGL Energy
2. North Queensland Bulk Ports Corporation

PUBLIC SECTOR WINNER

CLEAN ENERGY FINANCE CORPORATION

This report is outstanding with respect to the complete coverage of the Corporation’s activities and ease of navigation. Navigation includes interactive access to the full financial statements.

Finalists
1. Audit Office of New South Wales
2. Clean Energy Finance Corporation
3. Main Roads Western Australia
4. New Zealand Superannuation Fund

NOT-FOR-PROFIT SECTOR WINNER

AUSTRALIAN RED CROSS

The report strongly conveys Red Cross’ concerns to improve people’s lives both at home and abroad. The content is clean, clear, and attractive – which makes it very easy to read and understand on-screen.

Finalists
1. Australian Red Cross
2. Cancer Council New South Wales
**SUSTAINABILITY REPORTING AWARD**

This Award was first introduced in 1997 as the Environmental Reporting Award and in 2005 became the Sustainability Reporting Award to recognise the broader focus of sustainability.

**PRIVATE SECTOR WINNER**

Emily Coonan, Manager Organisational Sustainability and Michael Gibbs, Organisational Sustainability Officer, accepted the Award from Tang Lien, Managing Director of Nova Fusion.

(1 to r) Andrew Decet, Sarah Curtin and Karine Evesque of Woodside Petroleum accepted the Award from Tang Lien, MD of Nova Fusion.

WOODSIDE PETROLEUM

The report clearly identifies what sustainability means to Woodside and focusses on the most material issues. Excellent communication about the non-financial aspects of performance.

Finalists
1. Australian Meat Processor Corporation
2. Sanford Limited
3. Woodside Petroleum

**PUBLIC & NOT-FOR-PROFIT SECTORS WINNER**

Emma Coonan, Manager Organisational Sustainability and Michael Gibbs, Organisational Sustainability Officer, accepted the Award from Tang Lien, Managing Director of Nova Fusion.

DEAKIN UNIVERSITY

This concise yet thorough report clearly articulates the university’s sustainability issues and reports comprehensively on performance in a well-balanced manner.

Finalists
1. Deakin University
2. Watercare Services
AUSTRALASIA-HONG KONG SUSTAINABILITY REPORTING AWARD

This Award was introduced in 2013 as a joint initiative of ARA and the Hong Kong Management Association.

The Finalists for this Award are the winners of the Private Sector and Public and Not-For-Profit Sector Awards for Sustainability Reporting respectively in the 2016 Hong Kong Management Association (HKMA) Best Annual Report Awards and the 2017 Australasian Reporting Awards.

WOODSIDE PETROLEUM

Given the complexity of its operating environment, Woodside Petroleum is to be commended on the accessibility and readability of the information presented in both its Annual Report and Sustainable Development Report.

Finalists
1. CLP Holdings Limited (HK)
2. Deakin University – Australia
3. Drainage Service Department – Hong Kong
4. Woodside Petroleum – Australia

(l to r) Jack Hennessy, Andrew Decet, Sarah Curtin and Karine Evesque of Woodside Petroleum accepted the Award from ARA Director Linda Stoneman.
2017 GOLD AWARDS
2017 GOLD AWARDS

ASE GROUP
This report clearly explains what ASE Group does, where it operates and the outcomes of the year’s operations. The highlights include the coverage of sustainable development, managing risk and safety.

AUDIT OFFICE OF NEW SOUTH WALES
This well-structured stakeholder-focussed report contains an analysis of comprehensive five-year data. The simple clear, crisp design makes the report easy to read and to navigate from place to place.

AUSTRALIAN BROADCASTING CORPORATION
The report provides an informative overview of the Commission and its wide range of operations. The simple but effective design engages the reader, and the case studies stimulate interest and promote understanding.

AUSTRALIAN CRIME COMMISSION
The report provides a full overview of the Commission and its operations. The simple, clean design engages and assists the reader, and case studies add real-world understanding.

BLACKTOWN CITY COUNCIL
A well-presented report commencing with informative snap-shots on performance which are cross-referenced to detailed information. It clearly shows what Council achieved – and also what was not achieved.

BOROUGH OF QUEENSCLIFFE
The report is transparently upfront in reporting about challenges and the actions that have not completed. It strongly reflects the diversity of its constituents and pride in the region.
BRIDGE HOUSING
Bridge Housing nicely balances reporting on the social returns of its activities, with all of the marketing and information requirements NFPs have to navigate their way through.

BUREAU OF METEOROLOGY
A well-designed, easy to read and understand report with visually engaging highlights upfront. It includes clear diagrams and explanations of meteorological models.

CANCER COUNCIL NSW
The report conveys a strong sense of everything the Council is trying to achieve. It makes good use of graphics and personal experience narratives from both its staff and the people it has assisted.

CITY OF BALLARAT
Provides comprehensive and transparent reporting of performance, challenges and future directions. There is exceptional coverage on empowering the community.

CITY OF DAREBIN
A thorough report in which non-financial performance is very well documented and financial information is clearly explained. It includes GRI and best value reporting and five-year statistics.

CITY OF DARWIN
The report is well-presented, fresh and easy to read. Performance is directly related to the strategic highlights for each goal, and disappointments and challenges are well-documented.
CITY OF GOLDS COAST
This well-presented report uses a balanced scorecard approach to help readers understand the Council’s business and performance – and openly discusses its successes and failures.

CITY OF GREATER GEELONG
Brimming with well-presented information that is open, accountable and interesting to read. Excellent coverage of setbacks, challenges and future directions.

CITY OF MELBOURNE
The report provides a thorough coverage of how the Council operates, what is most important and how it is performing using case studies and easy to understand terminology.

CITY OF RYDE
An open and accountable report that reflects a good understanding of integrating reporting. The explanation of governance arrangements is a good example for other councils to follow.

CITY OF STIRLING
Stirling concentrates on reporting performance against its strategic planning milestones and KPIs – and also uses a GRI framework and a materiality scorecard.

CIVIL AVIATION SAFETY AUTHORITY
An excellent introductory section which sets the scene effectively is well-supported by good summary review and outlook sections, and a comprehensive financial summary.
2017 GOLD AWARDS

CLP HOLDINGS LIMITED
This report is well-presented and is an excellent example of integrated reporting. The section on governance and the thorough coverage of sustainability are notable highlights.

CSIRO
A well-ordered, reader-friendly and easy to navigate report. Highlights include excellent case studies and discussion of the benefits of sustainability initiatives which have been implemented across CSIRO.

DEPARTMENT OF EMPLOYMENT
Well-written and easy to read content is presented in a clear structure and layout with interesting corporate branding design elements. Engaging case studies are used to illustrate the Department’s activities.

DEPARTMENT OF SOCIAL SERVICES
The report summarises the work of a large, complex department in a very readable format. It includes comprehensive analyses of the Department’s objectives and the implementation of programs to achieve them.

DEPARTMENT OF TRANSPORT AND MAIN ROADS
Highlights of the report include clear tables of performance data which compare year on year results and comprehensive information about the Department’s workforce. The layout and use of graphics is excellent.

EASTERN HEALTH
The report scores highly for transparency and for detailed reporting of performance against strategic objectives. It provides a clear understanding of activities and achievements during the year under review.
JUDICIAL COMMISSION OF NEW SOUTH WALES
The excellent summaries of outcomes, results and challenges that are presented at the beginning of each section and followed by detailed information make this report easy to read and to understand.

MAIN ROADS WESTERN AUSTRALIA
This is an excellent online report that takes full advantage of digital functionality to engage the reader and communicate effectively. The content is comprehensive and well-presented.

GLADSTONE REGIONAL COUNCIL
This is a well-constructed integrated report with an emphasis on people. Performance reporting is strongly correlated with the Council’s Corporate and Operational Plans.

GLEN EIRA CITY COUNCIL
The Council provides excellent coverage of both financial and non-financial KPIs for each objective. It also contains informative summaries of improvement activities and cost effectiveness.

LEGAL AID NEW SOUTH WALES
An excellent review of activities and operations for the year, and the very good financial summary helps readers to understand the role of this organisation’s and its contributions to the community.

LOGAN CITY COUNCIL
The report strongly demonstrates the importance the Council places on governance and people. Community engagement issues and stakeholder information are integrated into all aspects of the report.
MANNINGHAM CITY COUNCIL
This is a well-organised, reader-friendly report with a performance section that is firmly focussed on strategic objectives. The strong governance section reflects Council’s openness in reporting.

MARANOA REGIONAL COUNCIL
The report clearly explains the role of Council and how it delivers services in an open and accountable way. An excellent community financial report reflects its concern to be seen to be accountable.

MARIBYRNONG CITY COUNCIL
Reporting about performance is transparent and credible. The ‘Faces of Maribyrnong’ theme addresses the creation of a diverse community that is underway and helps identify the challenges ahead.

MARLBOROUGH LINES LIMITED
This is a well-written and engaging report that follows a consistent theme throughout. The graphics and navigation aids are well-designed and well-presented to both engage and assist the reader.

MEAT AND LIVESTOCK AUSTRALIA
The reader is engaged by effective use of colour and graphics, and the highlighting of key achievements to lead the narrative throughout. There is strong focus on meeting stakeholder needs.

NATIONAL AUSTRALIA BANK
A comprehensive online suite of reports in which key themes are linked to stake-holder interests. It includes a timely in-depth Corporate Social Responsibility Report called ‘Dig Deeper’.
SERVES FOUR

CHEF: BRADLEY HORNBY

ROASTED MUSSELS

REKA PASTE AND FLOWERS

METHOD

1. Preheat oven to its highest setting.
2. Place the rock salt and aromats onto a baking tray and place the mussels on top.
3. Cool until the mussels begin to open.
4. Remove the mussel from the shell and remove the beard also. Season with flaky sea salt and lemon juice.
5. Remove from oven and allow to cool enough to handle.
6. Place all other ingredients in a bowl and whisk to combine.
7. Add the dressing to the wakame and toss gently to coat.
8. Finish with the herbs and flowers.

REKA PASTE

This paste is made from the fresh leaves of wild fennel, which are picked locally in the Marlborough region.

TO FINISH

1. To serve, place the wakame salad onto the base of a serving plate and add some of the shaved fennel. Place the mussels on top and finish with the wakame. Serve immediately.

NEW ZEALAND SUPERANNUATION FUND

This report provides comprehensive information in an effective, easy to navigate structure. Clear writing, and good graphics and visuals are used effectively to communicate complex financial information.

PENRITH CITY COUNCIL

The report places strong emphasis on governance and informing the Council’s constituents. Performance is well-presented with clear explanations supported by graphs and relevant case studies.

QUEENSLAND URBAN UTILITIES

An effective, well-presented report with thorough coverage of operations, governance and the importance of people. It makes great use of case studies, diagrams, graphics and photos to tell the story.

SANFORD LIMITED

For such a very large complex organisation, this annual report presents a picture of simplicity. The coverage of areas of material interest to Sanford stakeholders is exemplary.

SOMERVILLE COMMUNITY SERVICES INC.

Somerville’s operations and performance are clearly communicated with references to the strategic plan. Service delivery achievements are neatly linked to strategies, mission, vision and values.

ST VINCENT DE PAUL SOCIETY QUEENSLAND

The report consistently applies best practices in a transparent way. Disclosures about people, governance and the Society’s rapid growth are clearly written, rich in detail and presented in an easy to read format.
TENAGA NASIONAL BERHAD
This is an engaging, interesting and comprehensive integrated report. Graphics are used with great effect to demonstrate the synergies between strategies, priorities, metrics and risk management.

THE UNIVERSITY OF NEWCASTLE
The report provides excellent introductory summaries; a comprehensive review of operations; good exception reporting; and strong evidence of the University’s planning and prioritisation.

TOWNSVILLE CITY COUNCIL
The Council’s achievements, challenges and impacts are clearly reported against the KPIs for each corporate goal. There is excellent coverage of the community plan and its guiding principles.

VICTORIAN AUDITOR-GENERAL’S OFFICE
This report provides a well-rounded performance review and includes an excellent financial summary. It is very well-presented and contains plenty of interesting information.

VICTORIAN ELECTORAL COMMISSION
This is a well-structured report made easy to read by clear and concise section introductions. There is excellent coverage of governance, stakeholder engagement and risk management.

WATERCARE SERVICES LIMITED
Demonstrates an honest and transparent approach to reporting throughout – from the messages from the executive at the beginning through to the identification of risks and risk mitigation strategies.
WHANGANUI DISTRICT HEALTH BOARD
The report engages the reader and provides detailed commentary on the Board’s activities including an analysis of past results. There is a strong focus on the communities the Board works with.

WOODSIDE PETROLEUM
The Woodside report provides comprehensive information on its projects, performance and risks to the company. Reporting on sustainability demonstrates strong engagement with the community.
ARA CONGRATULATES
2017 GOLD AWARD RECIPIENTS

To receive a Gold Award a report must:

• Achieve overall excellence in annual reporting.
• Provide high-quality coverage of all aspects of the ARA Criteria.
• Provide full disclosures of key aspects of the core business.
• Address current legislative and regulatory requirements.
• Be a model for other reports to follow.

1. ASE Group
2. Audit Office of New South Wales
3. Australian Broadcasting Corporation
4. Australian Crime Commission
5. Blacktown City Council
6. Borough of Queenscliffe
7. Bridge Housing
8. Bureau of Meteorology
9. Cancer Council NSW
10. City of Ballarat
11. City of Darebin
12. City of Darwin
13. City of Gold Coast
14. City of Greater Geelong
15. City of Melbourne
16. City of Ryde
17. City of Stirling
18. Civil Aviation Safety Authority
19. CLP Holdings Limited
20. CSIRO
21. Department of Employment
22. Department of Social Services
23. Department of Transport and Main Roads
24. Eastern Health
25. Gladstone Regional Council
26. Glen Eira City Council
27. Judicial Commission of New South Wales
28. Legal Aid NSW
29. Logan City Council
30. Main Roads Western Australia
31. Manningham City Council
32. Maranoa Regional Council
33. Maribyrnong City Council
34. Marlborough Lines Limited
35. Meat & Livestock Australia
36. National Australia Bank
37. New Zealand Superannuation Fund
38. Penrith City Council
39. Queensland Urban Utilities
40. Sanford Limited
41. Somerville Community Services Inc.
42. St Vincent de Paul Society Queensland
43. Tenaga Nasional Berhad
44. The University of Newcastle
45. Townsville City Council
46. Victorian Auditor General’s Office
47. Victorian Electoral Commission
48. Watercare Services Limited
49. Whanganui District Health Board
50. Woodside Petroleum
ARA CONGRATULATES
2017 SILVER AWARD RECIPIENTS

To receive a Silver Award a report must:
- Provide quality coverage of most aspects of the ARA Criteria.
- Provide good disclosures of key aspects of the core business.
- Address current legislative and regulatory requirements.

<table>
<thead>
<tr>
<th>1.</th>
<th>Accident Compensation Corporation</th>
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<td>The Victorian Arts Centre Trust</td>
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<td>VicSuper Pty Ltd</td>
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<td>Warrigal Health</td>
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<td>74.</td>
<td>Wellington City Council</td>
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</table>
ARA CONGRATULATES
2017 BRONZE AWARD RECIPIENTS

To receive a Bronze Award a report must:
- Largely meet the requirements of the relevant ARA Criteria.
- Provide high quality disclosures in several major areas.
- Address current legislative and regulatory requirements.

| 1.  | 3Bridges Community Limited |
| 2.  | Anglicare (NSW South, NSW West & ACT) |
| 3.  | Asbestos Safety and Eradication Agency |
| 4.  | Australian Commission on Safety and Quality in Health Care |
| 5.  | Australian Health Practitioner Regulation Agency |
| 6.  | Australian Renewable Energy Agency |
| 7.  | Auswide Bank Ltd |
| 8.  | Avant Mutual Group |
| 9.  | Avivo: Live Life |
| 10. | Baw Baw Shire Council |
| 11. | Bega Cheese Limited |
| 12. | Central Coast Council |
| 13. | Children's Health Qld Hospital & Health Service |
| 14. | Churches of Christ in Queensland |
| 15. | City of Joondalup |
| 16. | City of Norwood Payneham & St Peters |
| 17. | Cover-More Group Limited |
| 18. | Crime and Corruption Commission |
| 19. | Danila Dilba Health Service |
| 20. | Dental Health Services Victoria |
| 21. | Department of Education and Training (Queensland) |
| 22. | Department of Finance |
| 23. | Department of Justice and Attorney General (Queensland) |
| 24. | Dhelkunya Dja Land Management Board |
| 25. | Endeavour Foundation |
| 26. | Energy and Water Ombudsman Victoria |
| 27. | Felda Global Ventures Holdings Berhad |
| 28. | Fisher & Paykel Healthcare |
| 29. | Gannawarra Shire Council |
| 30. | Growthpoint Properties Australia |
| 31. | Guinness Anchor Berhad |
| 32. | Independent Broad-based Anti-Corruption Commission |
| 33. | Inland Revenue |
| 34. | Institute of Environmental Science Research Limited |
| 35. | Insurance Commission of Western Australia |
| 36. | KiwiRail |
| 37. | Macedon Ranges Shire Council |
| 38. | Macquarie Atlas Roads |
| 39. | Media Prima Berhad |
| 40. | National Health Funding Body |
| 41. | North Queensland Bulk Ports Corporation |
| 42. | Noweyung Ltd |
| 43. | Office of the Health Ombudsman |
| 44. | Primary Health Care Ltd |
| 45. | Queensland Rail |
| 46. | Queensland Treasury |
| 47. | RCR Tomlinson Limited |
| 48. | Roads and Maritime Services (NSW) |
| 49. | Royal Flying Doctor Service |
| 50. | Safe Work Australia |
| 51. | Sarawak Energy Berhad |
| 52. | St Vincent's Health Australia |
| 53. | Steadfast Group Limited |
| 54. | Torres Strait Island Regional Council |
| 55. | United Synergies |
| 56. | Victorian Civil and Administrative Tribunal |
| 57. | Wentworth Community Housing |
| 58. | Z Energy |
ARA CONGRATULATES 2017 SPECIAL AWARD FINALISTS AND WINNERS

Since 1997 ARA has presented Special Awards for reporting on matters of concern to many stakeholders such as environmental issues (now Sustainability Reporting), Governance and Work Health and Safety.

There are also Special Awards for Communication, Online Reporting, Integrated Reporting, the Best First Time Entry and a Joint ARA-Hong Kong Management Association Award for Sustainability Reporting.

To recognise long term commitment to maintaining exceptional high standard in reporting a new ARA Award, the Chair’s Commendation, was introduced in the 2017 Awards. The key requirement for this Award is achieving ten consecutive Gold Awards.

<table>
<thead>
<tr>
<th>2017 ARA Report of the Year</th>
<th>WINNER</th>
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<tr>
<td>Audit Office of New South Wales</td>
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<td>Bridge Housing</td>
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<tr>
<th>CHAIR’S COMMENDATION</th>
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<td>– for achieving 10 consecutive Gold Awards</td>
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<th>COMMUNICATION – PRIVATE SECTOR</th>
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<td>New Zealand Superannuation Fund</td>
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<td>City of Gold Coast</td>
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<td>Judicial Commission of New South Wales</td>
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<td>Queensland Department of Transport and Main Roads</td>
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</table>
ARA Coordinators and Adjudicators put in many long hours of work during the rigorous judging process. They are all professional people who willingly volunteer their time and expertise to support the ARA in achieving its objectives.

The ARA gratefully acknowledges their vital contributions to the ARA Awards process.

Chair of the Awards Committee
Stephen Varady

General Award Coordinators
John Corrigan
Andrew Crawford
Rona Hayes
Yashwant Lal
Raymond Lane
Barbara Palframan
Smith
Moya Pennell
Stephen Varady

General Award Adjudicators
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THE ADJUDICATION PROCESS

Each annual report entered in the ARA Awards is reviewed by three members of one of the ARA panels of adjudicators. Each panel is led by an experienced ARA Coordinator.

Reports entered in the General Division which have been assessed as meeting most of the ARA Criteria and identified as potential Gold Award reports are subjected to further reviews by the ARA Awards Committee, which is comprised of the General Award Coordinators.

Reports entered in the Special Awards categories are examined by adjudication panels comprised of people with expertise in relevant disciplines which nominate candidates for these Awards to the Awards Committee.

The Awards Committee submits its recommendations to the ARA Board which makes the final decisions.

Coordinators and Adjudicators

Governance Reporting Award
Keith Roberts Coordinator
Peter Abraham
Kane Blackman
Jane Byrne
Heymala Eardley
Ellen Herlihy
Stephen Horne
Robert McGregor
Andrew Strain

Sustainability Reporting Award
Fiona Baxter Coordinator
Matt Balf
Alice Cope
Nina Haysler
Tara James
Jill Riseley
Lok Man Shu
Stephanie Sterck

Work Health and Safety Reporting Award
Arthur Delbridge AM Coordinator
Dr Sharron O’Neill

Communication Award
Brian Mahoney Coordinator
Anna Farr
Dr Ron Knight
Geoff Michels

Online Reporting Award
Dr Ron Knight Coordinator
Sylvia Bell
Arthur Delbridge AM
Anna Farr
Erwin Groenendal
Brian Mahoney
Prof Lee McLean

Integrated Reporting Award
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Simone Schlitter
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2018 AUSTRALASIAN REPORTING AWARDS

2018 AWARDS DATES

CALL FOR ENTRIES OPEN
2 September 2017

CLOSING DATE FOR ENTRIES
10 December 2017

EXTENDED CLOSING DATE FOR YE 31 DECEMBER REPORTS
31 January 2018
NOTE: The closing date is for the receipt of the Entry Form. Delayed reports may be submitted later ASAP by arrangement.

68TH ANNUAL AWARDS PRESENTATION DINNER
June 2018 in Sydney – date and venue to be confirmed

ARA ANNUAL SEMINAR ON REPORTING
June 2018 in Sydney – date and venue to be confirmed

FEEDBACK ON YOUR ANNUAL REPORT
A Feedback Sessions with an ARA Adjudicator may be held either in person or by teleconference.
Feedbacks may be held by arrangement:
• Before the Awards Dinner (from 1 May);
• During the Annual Seminar on Reporting in Sydney; or
• After the Seminar.
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