



# Our Compliance Report

## CARBON EMISSION REDUCTION PLAN

The table below shows DPAC's energy usage over the past 12 months.

		<b>Actual 2016-17 KWH</b>	<b>Actual 2017-18 KWH</b>	<b>Decrease (Increase) KWH</b>
<b>Building</b>				
Energy	Executive Building 15 Murray Street <sup>1</sup>	651,329	605,570	45,759
	144 Macquarie Street Building <sup>1</sup>	39,027	37,607	1,420
	Henty House	191,656	163,678	27,978
	10 Murray Street <sup>2</sup>	256,333	90,322	166,011
	Salamanca Building <sup>2</sup>	nil	127,033	(127,033)
	St Johns Street	134,882	138,530	(3,648)
	22 Elizabeth Street <sup>3</sup>	69,634	8,291	61,343
	21 Kirksway Place <sup>3</sup>	nil	61,361	(61,361)
	<b>Total for all sites</b>	<b>1,342,861</b>	<b>1,232,392</b>	<b>110,469</b>

Notes:

1. Data does not include energy use for air conditioning.
2. 10 Murray St demolished as part of the Parliament Square Redevelopment Project and offices have relocated to the Salamanca Building.
3. DPAC staff relocated from 22 Elizabeth Street to 21 Kirksway Place.



DPAC participates in initiatives that reduce its carbon emissions, such as:

- educating and engaging with staff about sustainable work habits to champion change, including computer and printer use, using video-conferencing and taking the stairs;
- identifying energy saving ideas and opportunities to reduce emissions, such as installing lighting motion sensors in refurbished toilets and change rooms;
- participating in the Tasmanian Government's Smarter Fleets Program to improve vehicle fleet efficiency;
- participating in recycling activities such as the Mobile Muster and Cartridges 4 Planet Ark;
- participating in regular disposal of e-waste to recycling outlets; and
- reviewing and centralising, where possible, our G-plated vehicles to maximise efficiencies.

DPAC continues to work with building owners to identify opportunities to improve the environmental performance of its leased buildings. The Department aims to reduce the average use of office space to align with the Government's broader Office Accommodation Strategy. This initiative will result in reduced energy consumption.

There will be investment in more energy-efficient lighting installations and mechanical services improvements following lease negotiations for 15 Murray Street. This will deliver sustained energy savings for the Department over the lease term. The figures in the table above reflect some of the work that has already occurred to reduce energy at the site.

The Department, through the Tasmanian Climate Change Office (TCCO), continued to support Tasmanian Government agencies to monitor and report on energy use and associated greenhouse gas emissions from asset, facility and vehicle operations. The TCCO commenced a tender process to upgrade its whole-of-government energy emissions monitoring and reporting software.

DPAC appointed a panel of Energy Auditors to support Tasmanian Government agencies to identify energy savings, reduce their stationary energy use and provide facility managers with tailored information on how to improve energy efficiency.

The Department will comply with future policy directions in relation to reducing greenhouse emissions.

## ACCESSIBILITY ACTION PLAN

DPAC remains committed to ensuring that our services, facilities, information and employment are inclusive and accessible. During 2017-18, DPAC made progress across the four key action areas of the *Accessibility Action Plan 2013-17*. We developed the new *Accessibility Action Plan 2018-21* following the release of Tasmania's third Disability Framework For Action, Accessible Island.

### Accessibility Action Plan 2013-17 – Key achievements

The *Accessibility Action Plan 2013-17* ceased in late 2017. Its key achievements included:

- leading cross-agency implementation of the National Disability Insurance Scheme in Tasmania;
- completing the review into Tasmania's Structural Recovery Arrangements and drafting a revised State Recovery Plan, which considers accessibility issues and associated arrangements;
- redeveloping Service Tasmania's Glenorchy Service Centre, incorporating a new style of 'sit down' service desk to assist accessibility;
- converting the emergency evacuation procedure documentation of key property holdings into an accessible PDF format;
- in conjunction with the Department of Justice, the Local Government Association of Tasmania and councils, coordinating a statewide forum promoting universal access, raising awareness of the accessibility barriers in the built environment for Tasmanians, and encouraging builders and designers to go beyond the minimum access requirements;
- implementing a 'HTML First' strategy to simplify producing compliant documents for staff and consultants;
- implementing the *Tasmanian State Service Diversity and Inclusion Policy* and the *Diversity and Inclusion Framework*; and
- conducting a mental health awareness campaign in DPAC to reduce stigma and increase support around mental health in the workplace.

DPAC is committed to consultation and collaboration with people with disability within the community and our workforce. After agency-wide consultation in 2017, DPAC launched the *Workforce Diversity and Inclusion Action Plan 2017-18*, which included a commitment to reviewing recruitment processes, reducing the impact of unconscious bias in decision making, and ensuring DPAC's physical environment is inclusive for people with disability.



### The new Accessibility Action Plan (AAP) 2018-21

We finalised our new AAP 2018-21 in late 2017-18. It supports the underpinning principles of *Accessible Island*:

- access and inclusion;
- collaboration; and
- employment.

The new AAP 2018-21 sharpens DPAC's focus on consulting with people with disability in the design and implementation of Tasmanian Government services, policy and legislation. It recognises the need to continue improving accessibility of services and information. We will collaborate with local government, business and the not-for-profit sector to share our experience and identify new opportunities to reduce barriers and improve accessibility within the community and workplace.

As an employer, we continue to strive to build a workforce that represents the broader Tasmanian community. We will reduce barriers to employment, both across the State Service and within DPAC, so people with disability can access employment and career development opportunities. We will continue to support agencies to implement the *Diversity and Inclusion Framework*.

## RIGHT TO INFORMATION

We are committed to ensuring we meet our legal obligations to respond to requests for information under the *Right to Information Act 2009* (RTI).

The RTI Act gives the public, the media and members of Parliament the right to access information we hold, unless the information is exempt from release.

During 2017-18, 36 applications for assessed disclosure were received, compared with 26 in 2016-17.

Of the 36 applications, we assessed 28 for disclosure following two applications being withdrawn by applicants, we transferred

five applications to another public authority, and one where the application fee was not paid or waived. Of the 28 applications for assessed disclosure determined in 2017-18, we provided information in full for two requests, provided partial information for 10 requests and exempted nine applications in full. One application was refused. There were six applications where the information requested was not held by DPAC.

Further details on reasons for refusal, exemptions, timeliness, internal and external reviews can be found in Appendix D.

Some DPAC RTI Officers are also delegated officers under the RTI Act for the Premier and other Ministers, and undertake assessments. Of the 36 applications received, 14 were directed to a Minister and three were directed to both the Department and a Minister.

For further information on RTI, visit the website of the Office of the Ombudsman ([www.ombudsman.tas.gov.au](http://www.ombudsman.tas.gov.au)).

## **PUBLIC INTEREST DISCLOSURES – PUBLIC ACCESS TO INFORMATION ON OUR DECISIONS**

Under the *Public Interest Disclosures Act 2002*, section 86, we are required to report on any disclosures made about improper conduct by our public officers or by the Department.

During 2017-18:

- no disclosures of public interest were made to the Department;
- no public interest disclosures were investigated by the Department;
- no disclosed matters were referred to the Department by the Ombudsman;
- no disclosed matters were referred by the Department to the Ombudsman to investigate;
- no investigations of disclosed matters were taken over by the Ombudsman from the Department;
- there were no disclosed matters that the Department decided not to investigate;
- there were no disclosed matters that were substantiated on investigation as there were no disclosed matters; and
- the Ombudsman made no recommendations under the Act that relate to the Department.

On 29 August 2017, DPAC released an updated Public Interest Disclosures Procedures manual, as approved by the Ombudsman. These procedures, which include information on how a person may make a disclosure, are available on the DPAC website at [www.dpac.tas.gov.au/public\\_interest\\_disclosures](http://www.dpac.tas.gov.au/public_interest_disclosures).

## **PROTECTING PRIVACY**

We are committed to protecting each individual's privacy in the way we collect, use or disclose personal information. We also ensure that individuals have some control over their personal information.

When dealing with private information, we do so in accordance with the *Personal Information Protection Act 2004* and the Privacy Protection Principles. There were no requests in 2017-18 under the *Personal Information Protection Act 2004* from people seeking access to, or update of, personal information held by us about them.

We notified account holders on 8 June 2018 that they may have been impacted by a data security incident through the whole-of-government e-recruitment provider PageUp. As a result, we received and actioned 10 requests to delete personal profiles from PageUp.

## **PUBLICATIONS**

During 2017-18, DPAC operating units produced 43 publications which are available from:

- STORS website at [www.stors.tas.gov.au](http://www.stors.tas.gov.au)
- appropriate divisional DPAC websites linked from [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au).

You can find a complete list of our publications in Appendix E – Publications and Websites.

## **WEBSITES**

As at 30 June 2018, we managed 28 websites for the Department and the Premier's Office.

During 2017-18, we archived one website - [www.people.tas.gov.au](http://www.people.tas.gov.au).

You can find a complete list of the websites we manage in Appendix E – Publications and Websites.

## **PRICING POLICIES FOR GOODS AND SERVICES**

DPAC bases its pricing policy on full-cost recovery.

Full-cost includes direct salaries, employer superannuation contributions, all operating expenditure, rental, fringe benefits tax, provision for annual and long service leave entitlements, and, in some cases, provision for capital reinvestment.

TMD charges for telecommunications and computing services.

The Training Consortium, incorporated within the State Service Management Office, charges on a full-cost recovery basis for training services.

Service Tasmania receives funding from Tasmanian Government departments, Government Business Enterprises, other external organisations including Marine and Safety

Tasmania, local government, Australian Government agencies and the private sector for services delivered through Service Tasmania shops.

The Silverdome receives funding from those hiring its facilities and bases the fee charged on full-cost recovery.

## PROCUREMENT

The Department ensures it undertakes procurement activities in accordance with the mandatory requirements of the Treasurer's Instructions; including providing Tasmanian businesses with opportunities to compete for Agency business. The Department's policy is to support Tasmanian businesses whenever they offer best value for money for the Government.

During 2017-18, we undertook 14 procurement processes resulting in awarding 22 contracts valued greater than \$50,000 (excluding GST). We awarded 14 of these contracts to Tasmanian suppliers. The total value of contracts awarded was \$37,211,842 (excluding GST and options to extend). The value of contracts awarded to Tasmanian suppliers was \$35,736,217, or approximately 96 per cent of the total value of all contracts awarded.

During 2017-18, the Department undertook one major building and construction project (value greater than \$250,000). This project was at the Silverdome and was awarded to Voss Construction. In addition, TMD continued to engage contractors for the Networking Tasmania III project. We awarded two procurement processes as panel contract arrangements during the period.

You can find details of individual contracts valued greater than \$50,000 (excluding GST) awarded during 2017-18 in Appendix F.

## RELATED TRUSTS AND BOARDS

We report matters about the Local Government Board in Output 7.1 Local Government Division.

Various sections within this Report covering financial or human resources include information from Ministerial and Parliamentary offices. Unless otherwise noted, all other information is only about the Department of Premier and Cabinet.

The Tasmanian Community Fund submits its Annual Report to Parliament through the Premier in accordance with Section II of the *Tasmanian Community Fund Act 2005*.

## RISK MANAGEMENT

Reviewing key business risks is fundamental to strategic management and improved business processes. Based on the work of the previous year, the Department reviewed all risks, strategic and operational, to assess whether they are still relevant.



The Department is on a long-term journey to reach a desired risk maturity level. We started this process in August 2015 with a series of workshops with each of our divisions and branches, resulting in draft operational risk registers. During 2017-18, we evaluated all draft operational risk registers along with the draft strategic risk register developed by our Executive Management Team. We loaded most division and branch operational risk registers into the Department's risk management system after this second review.

With a significant change in the Executive leadership during the year, the leadership team reviewed the strategic risks for the Department. This resulted in a delay in the rollout of the risk management system to ensure the operational risks still align to the revised strategic risk profile. As reported last year, the ease of the risk management system will be a major milestone for the achievement of our desired risk maturity level.

The Risk and Audit Committee monitors strategic risks identified as the basis for the Internal Audit Plan for the Department.

## ASSET MANAGEMENT

DPAC manages land and buildings in accordance with its Strategic Asset Management Plan (SAMP), which was prepared to comply with the Government's Strategic Asset Management Framework. Strategic asset management is the planned alignment of assets with service demand, to achieve the best possible match of assets with service delivery strategies. The SAMP guides strategic acquisition, use and disposal of assets and the related risks and costs over their useful life.

We actively manage our portfolio of leasehold properties to reduce leasehold commitments. DPAC's aim is to consolidate our functions across a reduced leasehold footprint where possible.

With the exception of TMD, DPAC records heritage items and purchases of equipment, furniture and fittings with a value greater than \$10,000 as assets. We record purchases of items valued at less than \$10,000 as expenses. For business purposes, TMD maintains an asset recognition threshold of \$2,000. The financial statements for 2017-18 are reported on an accrual basis, and contain full details of our asset management policies as notes to those statements.

Assets are recognised and valued on an individual basis as follows:

- Non-current physical assets are valued in accordance with AASB 113, fair value measurement and the Treasurer's Instructions. Minor equipment and other non-current assets are valued at cost.
- The written-down book value of assets is determined by depreciating assets over the period of their expected useful economic life, using the straight-line method. The useful economic life is three to ten years depending on the asset, and the depreciated amount in the year of acquisition or from the time the asset is ready for use.
- Heritage assets are not depreciated.
- Leasehold improvements are amortised over the lease period of the property.
- The useful economic life of buildings owned by the Department is 50 to 80 years depending on the building.

## INDEPENDENT SCRUTINY (EXTERNAL AND INTERNAL)

We engage in internal and external reviews to measure our performance and seek to improve where we can.

The elements of this independent scrutiny include:

- our Risk and Audit Committee;
- our internal audit function;
- the Tasmanian Audit Office undertaking our external financial and performance audits;
- Tasmanian Audit Office audits of employer functions outlined in the *State Service Act 2000*;
- reviews undertaken by other independent bodies such as the Integrity Commission, the Anti-Discrimination Commission, WorkSafe Tasmania and the Office of the Ombudsman; and

- Parliamentary reviews such as the annual budget estimates committees and other Parliamentary committees.

During the year, the following reviews/audits were undertaken that directly involved the Department.

### Internal Audits

- Compliance with Treasurer's Instructions
  - TI 1112 – Common use/Whole of Government contracts and other arrangements: goods and services;
  - TI 1113 – Engagement and use of contractors: goods and services;
  - TI 1124 – Confidentiality: goods and services; and
  - TI 1128 – Agency Procurement Audit Requirements: goods and services.
- Business continuity management;
- Project management; and
- Asset disposal compliance.

### External Audits

- Security of information and communications technology (ICT) infrastructure;
- Appointment of Tasmanian State Service Senior Executive Officer, General Stream Bands 9 and 10 and Professional Stream Band 6 Positions; and
- Report on the Financial Statements of General Government Sector Entities, plus an unqualified audit report for the Department's financial statements for the year ended 30 June 2017.

The Department is working through the recommendations from these reviews, with the Risk and Audit Committee monitoring progress.

### Integrity Commission

- An own-motion investigation into managing misconduct in the Tasmanian Public Sector.

## RISK AND AUDIT COMMITTEE

A revised risk and audit Charter was implemented with Secretary approval during 2017-18. We appointed an independent chair to the Committee in accordance with the Charter.

During 2017-18, membership of the Committee was:

- Mr David Hudson (Independent Chair)
- Ms Jane Beaumont (Independent Member until February 2018)
- Mr Kane Salter (Independent Member from April 2018)
- Ms Kim Enkelaar (Department Representative from October 2017)
- Mr David Strong (Department Representative until September 2017).

The Committee met six times during the year to oversight risk management, and internal and external audit activities. The Committee reviewed and endorsed the financial statements, and undertook other activities providing the Secretary with confidence that the Department is operating with good governance and risk management practices.

In his annual report to the Secretary, Mr Hudson noted the work the Committee undertook during the year:

- Financial Reporting
  - Reviewed the Department's Financial Statements and the Management Representation Letter for the year ended 30 June 2017 finding the statements were consistent with the public sector's best practice accounting standards and appropriately represented the Department's financial position.
  - Monitored the Tasmanian Audit Office's audit of the financial statements noting that the Auditor-General concluded there were no significant issues identified or outstanding, and issued an unqualified audit report.
  - Endorsed the Annual Report as correctly representing the 2016-17 audited financial statements.
- Risk Performance Reporting
  - Noted significant progress made to update and review the Department's risk management approach and supporting actions to ensure each division/branch reassessed its risks and is taking a proactive approach to the identification, assessment and management of risks.
  - Noted the Department's revised performance management framework, including new key performance indicators, and that the Committee will monitor the process.
- Systems of Risk Oversight and Management
  - Noted the reports on fraud management within the Department and commended the Department on managing occupational health, safety and wellbeing and noted the reducing levels of occurrence and costs.
- System of Internal Control
  - Endorsed the Internal Audit Plan and considered the reports from the Department's Internal Auditors.
  - The Committee is satisfied with the management of, and responses to, those risks identified by internal audit activities. Implementation of business continuity planning arrangements within the Department will be monitored.
  - The Committee is satisfied that the Department is committed to ethical and lawful conduct, and is ensuring such a culture is being encouraged.

- Other Functions
  - The Committee reviewed its Charter and recommended to the Secretary that no changes are required.

The Chair also noted that resources provided for risk management and internal audit are adequate to allow the Committee to undertake its functions.

## INTERNAL AUDIT

During the year, Deloitte attended the six Risk and Audit Committee meetings and undertook several internal reviews. These reviews were:

- Compliance with Treasurer's Instructions;
  - TI 1112 – Common use/Whole of Government contracts and other arrangements: goods and services;
  - TI 1113 – Engagement and use of contractors: goods and services;
  - TI 1124 – Confidentiality: goods and services; and
  - TI 1128 – Agency Procurement Audit Requirements: goods and services;
- Business Continuity Management;
- Project Management; and
- Asset Disposal Compliance.

As at 30 June 2018, Deloitte were undertaking reviews of:

- Performance Management (Employees); and
- Management of our Strategic Risks.

## LEGISLATION ADMINISTERED

As at 30 June 2018, we administered 64 Acts on behalf of the Premier and our other responsible Ministers. You can find the full list of legislation that we administered in Appendix B. All legislation, including any amending Acts, is available at the Tasmanian Legislation website: [www.legislation.tas.gov.au](http://www.legislation.tas.gov.au).

The breakdown of the number of Acts by ministerial portfolio is:

Premier	49
Minister for Aboriginal Affairs	4
Minister for Disability Services and Community Development	1
Minister for Environment	1
Minister for Local Government	7
Minister for Veterans' Affairs	2

The Department did not repeal any Acts during the year.

We were responsible for amending three Acts and for creating one new Act. The details are:

### **Dog Control Amendment Act 2017**

The Dog Control Amendment Bill 2017 was tabled in the 2017 Spring Session of Parliament and received Royal Assent on 20 December 2017. The Act amended the *Dog Control Act 2000* to provide further clarity to councils and the community on a range of dog management issues, including dealing with dangerous dogs. A new provision allows greyhounds that have been assessed through an approved suitability program to go without a muzzle while on a lead in a public place.

### **Parliamentary (Disclosure of Interests) Amendment Act 2017**

The Parliamentary (Disclosure of Interests) Amendment Bill 2017 was tabled in the 2017 Autumn Session of Parliament and received Royal Assent on 16 October 2017. The Bill amended the *Parliamentary (Disclosure of Interests) Act 1996* to reflect contemporary community expectations of increased openness and transparency. Key changes included: extending the disclosure requirements for Members of Parliament to their spouses; broadening the definition of 'gift' to include all items of personal property and real property; requiring Disclosure of Interests Registers to be published online; clarifying when a Member can be held in contempt about their return on the basis of changed circumstances; and giving Clerks the power to delete information from a Member's return if they believe its online publication would unreasonably compromise the privacy or safety of a person.

### **Glenorchy City Council (Dismissal of Councillors) Act 2017**

The Glenorchy City Council (Dismissal of Councillors) Bill 2017 was tabled in the 2017 Spring Session of Parliament and received Royal Assent on 22 November 2017. The new Act provided the Minister for Local Government with a specific, once-off power to dismiss all councillors of the Glenorchy City Council and provided for an early, standalone council election.

### **Local Government Amendment (Targeted Review) Act 2017**

The Local Government Amendment (Targeted Review) Bill 2017 was tabled in the 2017 Spring Session of Parliament and received Royal Assent on 22 November 2017. The Act amended the *Local Government Act 1993* to implement a number of recommendations arising from the targeted review into the *Local Government Act*. Key changes included: introducing more flexible mechanisms to allow the Minister for Local Government to respond to governance and performance issues at the individual council level (including issuing Performance Improvement Directions to councils); a new requirement for councils to keep and maintain a gifts and donations register; and improving Board of Inquiry processes and outcomes to provide greater efficiencies and flexibility, including giving Boards of Inquiry the ability to dismiss individual councillor(s) rather than the whole council.

## **INTEGRITY**

The Integrity Commission is an independent body established in accordance with the *Integrity Commission Act 2009 (ICA)*.

The three primary objectives of the Integrity Commission are to:

- improve the standard of conduct, propriety, and ethics in public authorities in Tasmania;
- enhance public confidence that misconduct by public officers will be appropriately investigated and dealt with; and
- enhance the quality of, and commitment to, ethical conduct by adopting a strong, educative, preventative and advisory role.

We are committed to upholding the aims and objectives of the Commission and ensuring our staff meet high standards of conduct and receive ongoing training in relation to ethical conduct under section 32 of the ICA.

We continue to work closely with the Integrity Commission on legislative matters and awareness of ethical behaviour.



## GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 1,255 grant, contribution and election commitment payments totalling \$23,610,362. The following table summarises the payments by the Minister and program.

Program	\$
<b>Premier</b>	
Australia Day grants	12,281
Other Grants	403,000
Population Strategy	30,000
Premier's Discretionary Fund	355,191
Safe Homes Safe Families	874,757
Special Energy Bonus	43,125
Tasmanian Bushfire Recovery Grants	5,000
<b>Minister for Disability Services and Community Development</b>	
Communities Sport and Recreation grants	
Community Participation Grants	151,500
– Council on the Ageing Tasmania	399,033
– Emergency Food Relief	415,000
– Family Assistance Program	330,000
– Food Vans Program	80,000
– LGBTI Grants	50,000
– Multicultural Council of Tasmania	105,579
– Multicultural Grants Program	125,000
– National Youth Week Grants Program	39,963
– Other CSR Grants	1,477,414
– Volunteering Tasmania	352,756
– Youth Network of Tasmania	302,811
– Youth Parliament	14,750
<b>Minister for Veterans' Affairs</b>	
– ANZAC Day Trust	23,500
– Centenary of ANZAC Grants Program	49,663
– RSL Tasmania	200,000
<b>Minister for Aboriginal Affairs</b>	
– Aboriginal Land Council	591,990
Cape Barren Island Aboriginal Association Inc	109,068
Flinders Island Aboriginal Association Inc	90,000
Reconciliation Council of Tasmania	75,000
– Other grants	18,000
<b>Minister for Sport and Recreation</b>	
– AFL Tasmania	503,000
– CSL - Sport and Recreation Development Grants	1,174,530
– Football Federation of Tasmania	350,000
National/ International Sport Championships	14,000
– Netball Tasmania	250,000
– Northern High Schools Sports	10,000
Sport and Recreation Grants	3,612,085
– State Grants Program	1,116,600
– Tasmanian Institute of Sport Grants	59,500
<b>Minister for Environment</b>	
Climate Change grants	144,372
<b>Minister for Women</b>	
Women's grants	50,000
<b>Minister for Local Government</b>	
Local Government Association of Tasmania	4,000
<b>Election Commitments</b>	9,597,894
<b>TOTAL</b>	<b>23,610,362</b>

## STATUTORY OFFICE HOLDERS

Under the *Local Government Act 1993* (the Act) the Governor may appoint a State Service officer or State Service employee to be Director of Local Government and that officer or employee may hold the office of Director of Local Government in conjunction with State Service employment.

The Director has the following functions:

- a. To undertake the general administration of this Act subject to the direction of the Minister.
- b. To undertake any other function the Minister may determine.

The Director has power to do anything necessary or convenient to perform any function under this or any other Act.

While there is no statutory obligation to do so, to align with section 72(1)(cd), requiring publication of the total remuneration paid to employees who hold positions designated by councils as being senior positions, the total remuneration paid to the Director, Local Government is:

	<b>Salary</b>	<b>Other Benefits</b>	<b>Superannuation</b>	<b>Total</b>
<b>2018</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Alex Tay</b>				
Director, Local Government	140	17	13	170

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# Abbreviations

AA	<i>Audit Act 2008</i>	MCP	Modern Communications Project
ABS	Australian Bureau of Statistics	MP	Member of Parliament
Act	Activity	MP&S	Ministerial and Parliamentary Support
ANZSOG	Australian New Zealand School of Government	NA	Not Applicable or Not Available
BSOS	Building Standards and Occupational Services	NT	Networking Tasmania
CAF	Council for the Australian Federation	NBN	National Broadband Network
CPU	Communications and Protocol Unit	NDIS	National Disability Insurance Scheme
COAG	Council of Australian Governments	NEPP	National Energy Productivity Plan
COTA	Council On The Ageing	OAA	Office of Aboriginal Affairs
CSR	Communities, Sport and Recreation	OeG	Office of eGovernment
DHHS	Department of Health and Human Services	OPC	Office of Parliamentary Counsel
DLG	Departmental Leadership Group	OSEM	Office of Security and Emergency Management
DPFEM	Department of Police, Fire and Emergency Management	PDAC	Premier's Disability Advisory Council
DPIPWE	Department of Primary Industries, Parks, Water and Environment	PID	Public Interest Disclosure
EAP	Employee Assistance Program	PIDA	<i>Public Interest Disclosures Act 2002</i>
Eco	Economy	PLGC	Premier's Local Government Council
Eff	Efficiency	PMD	Performance Management and Development
Ess	Effectiveness	PPB	Properties and Procurement Branch
FMAA	<i>Financial Management and Audit Act 1990</i>	PSSRA	<i>Public Sector Superannuation Reform Act 1999</i>
FMIS	Financial Management and Information System	RMS	Risk Management System
FMS	Financial Management Services	RSL	Returned Services League
FTE	Full-time Equivalent	RTI	Right to Information
G50	Departmental Managers' Group	RTIA	<i>Right to Information Act 2009</i>
GBE	Government Business Enterprise	S3MP	Strategic State Service Management Program
GOE	General Operating Expenses	SAMP	Strategic Asset Management Plan
GST	Goods and Services Tax	SES	Senior Executive Service
HR	Human Resources	SSA	State Service Act 2000
ICA	<i>Integrity Commission Act 2009</i>	SSMO	State Service Management Office
ICT	Information and Communications Technology	SSR	State Service Regulations Act 2011
JARS	Justice Agency Reporting Service	TCCO	Tasmanian Climate Change Office
laaS	Infrastructure as a Service	TCF	Tasmanian Community Fund
LGAT	Local Government Association of Tasmania	TI	Treasurer's Instruction
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex	TIS	Tasmanian Institute of Sport
LGD	Local Government Division	TNVR	Targeted Negotiated Voluntary Redundancy
LWOP	Leave Without Pay	TSS	Tasmanian State Service
MCOT	Multicultural Council of Tasmania	TTC	The Training Consortium
		WHS	Work Health and Safety
		WRIP	Workplace Renewal Incentive Program
		YNOT	Youth Network of Tasmania

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