



DPAC ANNUAL REPORT

2016-17

ABOUT THIS PUBLICATION

This Annual Report provides information for all stakeholders with an interest in the machinery of government, policy services, whole-of-government service delivery, local government, information technology, State Service management, legislation development, security and emergency management, Aboriginal affairs, women's policy, climate change, community development and sport and recreation. It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2016-17.

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All of our annual reports are available for download from the Department's website, www.dpac.tas.gov.au.

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Submission to the Premier and Ministers



Hon Will Hodgman MP
Premier
Minister for Sport and Recreation
Minister for Aboriginal Affairs



Hon Jeremy Rockliff MP
Minister for Education and
Training



Hon Jacquie Petrusma MP
Minister for Women



Hon Peter Gutwein MP
Minister for Planning and
Local Government



Hon Michael Ferguson MP
Minister for Information Technology
and Innovation



Hon Elise Archer MP
Minister for Environment
and Parks

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 27 of the *Financial Management and Audit Act 1990*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of Premier and Cabinet for the financial year ended 30 June 2017.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Greg Johannes'.

Greg Johannes
Secretary
Department of Premier and Cabinet
18 October 2017

Our Year in Review

- Achieved White Ribbon workplace Accreditation
- Recognised Aboriginal People as Tasmania's First People in the *Constitution Act 1934*
- Launched Phase Two of the Tasmanian Government's official emergency warning information system, TasALERT
- Led the review of the Tasmanian Brand
- Continued to implement Safe Homes, Safe Families
- Implementation of National Identity Proofing Guidelines
- Drafted 71 Bills and 115 Subordinate instruments
- Released *Strong, liveable communities: Tasmania's Active Ageing Plan 2017-2022*
- Carried out a targeted review of the *Local Government Act 1993*
- Supported the reform of Tasmania's education system
- Established the Tasmanian Flood Recovery Taskforce
- Supported councils statewide to investigate voluntary amalgamation and shared services
- Implemented in DPAC the whole-of-government Gifts, Benefits and Hospitality Policy
- Supported elite athletes to participate in the 2016 Olympic and Paralympic Games
- Amended rating provisions in the *Local Government Act 1993*
- Released *Climate Action 21*
- Developed the Safe Haven Hub for new migrants
- Established an education program for local government and elected members
- Provided the Tasmanian Government with the final report of the Tasmanian Wilderness World Heritage Area Bushfire and Climate Change Research Project
- Refreshed the DPAC Values





- Supported implementation of a new local government code of conduct framework
- Provided high quality support to the Premier at the first COAG meeting in Tasmania since early 2009
- Began work to improve the Empower Human Resources system
- Continued the State Service Employment Framework review
- Supported the Premier as Chair of the Council of Australian Federation
- Implemented the State Service Diversity and Inclusion Policy and Framework
- Worked on a whole-of-government campaign to address occupational violence and aggression in State Service workplaces
- Continued to lead the Tasmanian transition to the full NDIS in collaboration with other Government agencies
- Implemented a whole-of-service Employee Assistance Program
- Launched the Senior Executive Leadership Program, the Graduate Development Program and the Managers' Essential Program
- Developed agreements to support Tasmanian Cloud implementation
- Updated Networking Tasmania III contracts
- Developed a whole-of-government Information Management Policy framework
- Began the process to establish an ICT Professional Services Panel
- Began the migration to a new voice platform, Connect Unify
- Completed the Human Resources Infrastructure Renewal Project
- Worked with the Department of Education on consistent ICT security
- Coordinated the deployment of staff to assist emergency services' response and recovery efforts in Tasmania and Queensland
- Expanded the Service Tasmania Contact Centre
- Introduced new Service Tasmania services
- Introduced bill payment for Devonport City Council through Service Tasmania
- Undertook capital works projects to improve customer access to Service Tasmania service centres

Secretary's Report



People in the Department of Premier and Cabinet (DPAC) always deliver strong results for Tasmanians. The past 12 months have been no different. Teams throughout DPAC have provided important services to other agencies and the community, developed high quality policy advice for government, given exceptional standards of corporate support and helped build a better State Service for the future.

At the same time, working together we have invested actively in our culture, making DPAC a better and more supportive place to work. Becoming accredited as a White Ribbon organisation was a major achievement for this Department. We also embedded our new organisational values and made structural changes to increase and improve our focus on governance and organisational development.

Tasmania hosted its first COAG meeting since 2009 when the nation's first ministers met in Hobart to discuss important issues like energy security and Australia's response to terrorism. Our work on national issues also included leading Tasmania's transition to the full roll out of the National Disability Insurance Scheme, helping establish a Safe Haven Hub for new migrants, and implementing National Identity Proofing Guidelines.

DPAC also played an active role at the local government level. Our team supported a targeted review and amended rating provisions in the *Local Government Act 1993*, helped councils across the State explore voluntary amalgamations and shared services, and enhanced education and compliance activities while helping to implement a new code of conduct framework for officers and members.

Of course, it was at the State level where our people made their greatest contribution. Some highlights included:

- Supporting the recognition of Tasmania's First People in the *Constitution Act 1934*.
- Drafting 71 Bills and 115 Subordinate instruments.
- Establishing the Flood Recovery Taskforce.
- Undertaking more than 1,500,000 Service centre transactions in Service Tasmania.
- Supporting development and release of the Government's new strategy for climate change, Climate Action 21.
- Helping elite Tasmanian athletes participate in the 2016 Paralympic and Olympic Games.
- Supporting over 12,000 mobile phones in government.
- Facilitating ground breaking research on the impact of climate change on bushfires in the Tasmanian Wilderness World Heritage Area.
- Supporting 103,700 holders of the Seniors Card.
- Releasing Tasmania's new Active Ageing Plan.

This year also saw a major investment in the Tasmanian State Service. Over the course of the last 12 months we have introduced new, whole-of-service development programs focused on graduates, managers and leaders. We have also worked closely with our colleagues in the unions to address occupational violence and aggression in the State Service, implemented a whole-of-service Employee Assistance Program, and launched a new approach to diversity and inclusion in the State Service.



We also improved our service delivery to and for the State Service. This included major work on Networking Tasmania III, developing a whole-of-service Information Management Policy framework, expanding the Service Tasmania Contact Centre and introducing new Service Tasmania services.

Every year brings its own challenges. I'm proud to say the people in this Department, once again, stood up to them and excelled, and you'll find many more examples of the great work they've done for Tasmanians throughout this Annual Report.

As a closing note, I want to take the unusual step this year of picking out a single individual to acknowledge the incredible service and dedication they gave this Department and the Tasmanian community as one of the public sector's greatest servants. Rebekah Burton was a Deputy Secretary for many years in DPAC and though she left the workplace last year her mark is indelible and we will always remember her maxim – happy in the Service.

Every year brings its own challenges. I'm proud to say the people in this Department, once again, stood up to them and excelled, and you'll find many more examples of the great work they've done for Tasmanians throughout this Annual Report.

Greg Johannes
Secretary
Department of Premier and Cabinet



Our Department

The Department of Premier and Cabinet (DPAC) is a central agency of the Tasmanian Government. The Department provides a broad range of services to Cabinet, other members of Parliament, Government agencies and the community.

The Department works closely with the public sector, the community, local government, the Australian Government and other state and territory governments. The Department also provides administrative support to the Tasmanian Community Fund which is separately accountable and reports directly to Parliament.

During 2016-17, we reviewed our Strategic Plan for 2016-18, revising the work priorities in line with current challenges and goals. Our Strategic Plan can be accessed on our website. We also reviewed our Key Performance Indicators, and new measures included in the 2017-18 State Budget will be reported in next year's Annual Report.

Finally, we reviewed the Corporate and Governance Division during the year. The review resulted in the separation of corporate support functions and organisational development from our role in supporting Cabinet, parliamentary and legislative processes and our relationship with other agency heads. This led to the creation of the Corporate and Culture Division for corporate support and organisational development, alongside an expanded Office of the Secretary to provide governance support.

OUR VISION

Leading by example in a respected and valued State Service.

OUR PURPOSE

Improving the lives of Tasmanians by leading and supporting the State Service to deliver the Government's priorities.

OUR ROLE

We work in partnership with the communities we serve and the agencies we lead to:

- provide public policy services;
- deliver Government information and services;
- manage intergovernmental relations;
- lead and coordinate whole-of-government initiatives;
- support the machinery of Government;
- administer statutory responsibilities;
- deliver programs to improve the wellbeing of Tasmanians; and
- support the Tasmanian State Service.

OUR VALUES

Excellence

We strive for excellence at all times.

Customer focus

Our customers are at the centre of what we do and how we do it.

Working together

We support and respect one another and work with others to achieve results.

Being professional

We act with integrity and are accountable and transparent.

OUR WORK PRIORITIES

In accordance with our Strategic Plan 2016-2018, we focused on the following priorities during 2016-17:

1. Government reforms

Oversee State Service delivery of the Government's reform agenda in areas such as health, education, forestry, energy and land use planning, and provide robust policy advice on future reform options.

2. National leadership

Lead and coordinate work across the State Service to support the Premier's participation at the Council of Australian Governments (COAG) on issues such as reform of the Federation, the National Disability Insurance Scheme, and family violence.

3. Reset our relationship with the Aboriginal community

Support the Government to foster a greater understanding between Tasmanian Aboriginal and non-Aboriginal people in a way that acknowledges Aboriginal history and culture.

4. Preventing family violence

Develop and coordinate the implementation of a comprehensive, whole-of-government action plan to combat family violence.

5. International engagement

Work in partnership with other agencies, UTAS, businesses and the community to increase opportunities for Tasmanian trade, investment and jobs through our relationships within the South-East Asia and Pacific region, including China, Tasmania's largest trading partner.

6. Community participation

Deliver programs in community, sport and recreation that increase opportunities for all Tasmanians to participate actively in community life.

7. Counter-terrorism

Work with other Government agencies on a coordinated approach to counter-terrorism that has a particular focus on countering violent extremism.

8. Local government

Support local government to increase the take-up of shared services, and improve governance and service delivery.

9. State Service workforce

Achieve a workforce that is high-performing and reflects the community it represents by improving the employment framework, negotiating industrial instruments and building capability.

10. Information management

Lead the improvement and transformation of Government through the application of contemporary ICT and information management.

11. Service Tasmania

Establish Service Tasmania as a single, responsive, client-focused organisation in DPAC.



OUR ORGANISATIONAL PRIORITIES

We recognise that to achieve our vision, effectively undertake our role, and deliver our work priorities, we require systems, processes and employee engagement that are organisationally efficient and effective, and that meet the needs of both internal and external stakeholders. We have set ourselves a target of achieving this by 2018 by undertaking the following organisational priorities:

- 1. Building stronger relationships**
Consciously build collaborative relationships within and outside DPAC to deliver better results.
- 2. Valuing our people**
Recruit, support and develop people with the right skills to meet our current and future needs.
- 3. Focusing on results**
Organise DPAC around the results to be delivered.
- 4. Integrating policy and services**
Improve service delivery and policy development by connecting the two formally and informally.
- 5. Simplifying systems and processes**
Simplify our systems and processes, and improve services.

GOVERNANCE

The Department is led by the Agency Executive Committee which provides advice to the Secretary. Its focus is on strategic matters and monitoring financial and organisational performance, risk and compliance standards. The Secretary chairs the committee which meets fortnightly.

The DPAC Leaders Group is chaired by the Secretary and meets quarterly or as required throughout the year. Areas of discussion for this group include key agency matters, budget, organisational development and emerging issues for Government. The Secretary, together with other Agency Executive Committee members and division heads are members of this group.

In November 2016 a revised Risk and Audit Committee Charter was approved by the Secretary. In accordance with the Charter the membership was revised and an independent chair appointed. A Finance Executive Sub-Committee was created during the year. A People and Culture Executive Sub-Committee and an Information Management Executive Sub-Committee are also being created.

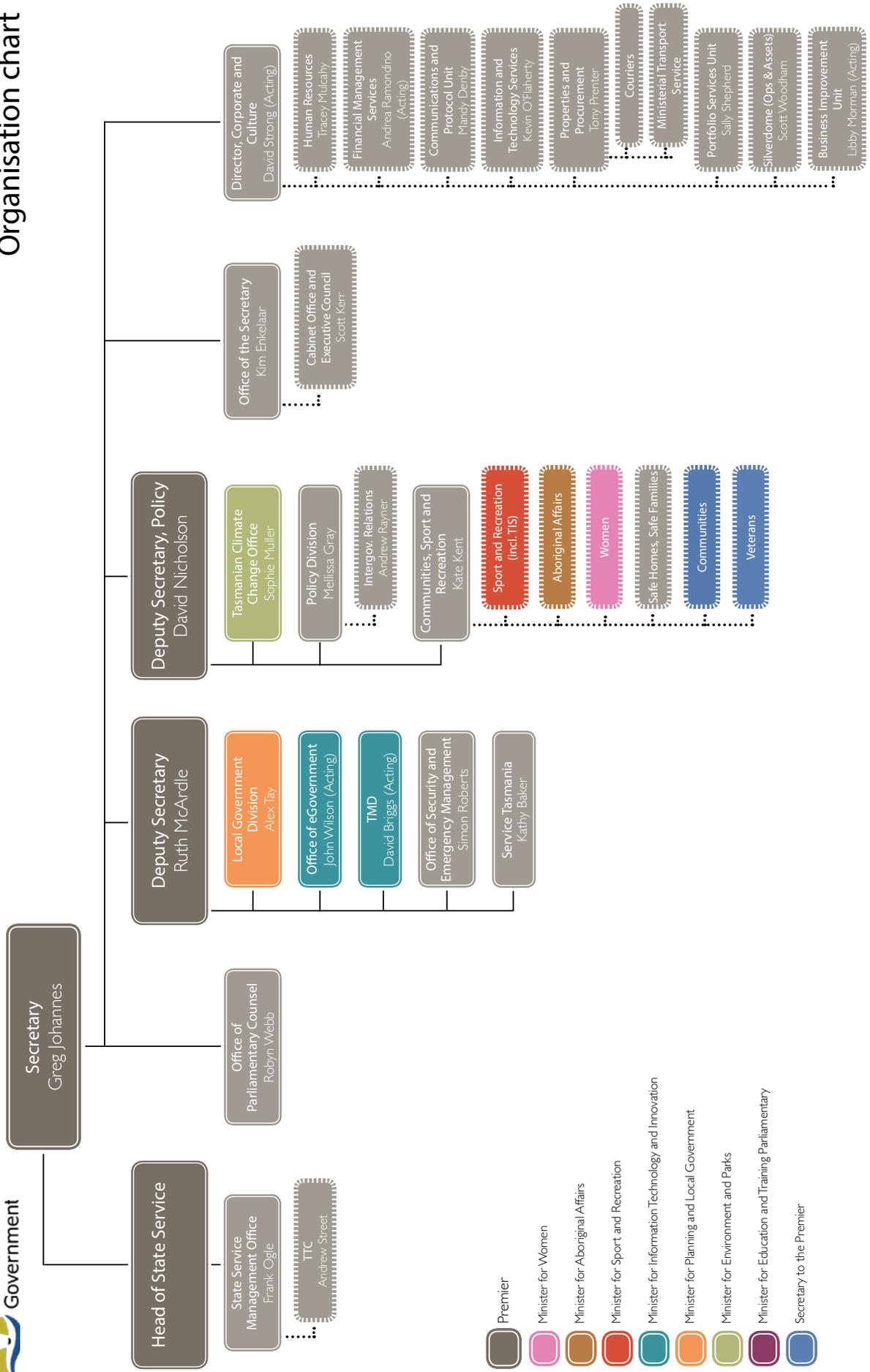
The Divisional structure of the Department is aligned to the outputs and services provided and the responsibilities of the Portfolio Ministers.

The relationship between the Ministers, Outputs and Divisions is shown in the organisational chart on page 9 and in the Output Structure table on page 10.

The Department holds monies in a trustee capacity on behalf of the Tasmanian Community Fund.



Department of Premier and Cabinet Organisation chart



- Premier
- Minister for Women
- Minister for Aboriginal Affairs
- Minister for Sport and Recreation
- Minister for Information Technology and Innovation
- Minister for Planning and Local Government
- Minister for Environment and Parks
- Minister for Education and Training Parliamentary
- Secretary to the Premier

MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

As at 30 June 2017 the Ministerial and Output Group structure was as follows:

Output Group/Output	Responsible Minister	Responsible Department Division
1. Support for executive decision making		
1.1 Strategic policy and advice	Will Hodgman MP Premier	Policy Division
1.2 Climate change	Matthew Groom MP Minister for Environment and Parks	Tasmanian Climate Change Office
1.3 Safe Homes, Safe Families: Tasmania's Family Violence Action Plan	Will Hodgman MP Premier	Communities, Sport and Recreation
2. Government processes and services		
2.1 Management of Executive Government processes	Will Hodgman MP Premier	Corporate and Culture Division
2.2 Principal and subordinate legislation	Will Hodgman MP Premier	Office of Parliamentary Counsel
2.3 Tasmanian Government courier	Will Hodgman MP Premier	Corporate and Culture Division
2.4 Corporate support to Ministerial and Parliamentary offices and Office of the Governor	Will Hodgman MP Premier	Corporate and Culture Division
3. Electronic services for Government agencies and the community		
3.1 Information and communications technology (ICT) policy development and implementation	Michael Ferguson MP Minister for Information Technology and Innovation	Office of eGovernment
3.2 Management and ongoing development of Service Tasmania	Will Hodgman MP Premier	Service Tasmania Unit
3.3 Delivery of IT services	Michael Ferguson MP Minister for Information Technology and Innovation	TMD
4. State Service management		
4.1 State Service employment and management	Will Hodgman MP Premier	State Service Management Office
5. Security and emergency management		
5.1 Security and emergency management	Will Hodgman MP Premier	Office of Security and Emergency Management
6. Communities, sport and recreation		
6.1 Community development – policy advice and ongoing community development	Will Hodgman MP Premier	Communities, Sport and Recreation
6.2 Aboriginal Affairs	Will Hodgman MP Minister for Aboriginal Affairs	Office of Aboriginal Affairs
6.3 Veterans' Affairs	Will Hodgman MP Premier	Communities, Sport and Recreation
6.4 Sport and recreation	Will Hodgman MP Minister for Sport and Recreation	Communities, Sport and Recreation
6.5 Women's Policy	Jacque Petrusma MP Minister for Women	Communities, Sport and Recreation
7. Local government		
7.1 Local government	Peter Gutwein MP Minister for Planning and Local Government	Local Government Division

In addition, the Minister for Education and Training was responsible for the Tasmanian Early Years Foundation, prior to the *Tasmanian Early Years Foundation Act 2005* being repealed and the Foundation wound up in 2016.

The Department also supports the Parliamentary Secretary to the Premier (Community and Veterans' Affairs), Sarah Courtney MP.



Our Strategic Priorities

How we performed

The following section describes what we delivered under each of the strategic priorities outlined in the Strategic Plan for 2016-17. The report includes the results for our performance measures.

We use the following abbreviations in the narrative to represent business units in DPAC:

Abbreviation	Division Name
BIU	Business Improvement Unit
CPU	Communications and Protocol Unit
CSR	Communities, Sport and Recreation
LGD	Local Government Division
OAA	Office of Aboriginal Affairs
OeG	Office of eGovernment
OPC	Office of Parliamentary Counsel
OSEM	Office of Security and Emergency Management
OTS	Office of the Secretary
SSMO	State Service Management Office
TCCO	Tasmanian Climate Change Office
TTC	The Training Consortium

INTRODUCTION

DPAC's Strategic Plan focuses on supporting the Government to deliver its agenda to:

- support job creation and economic growth; and
- ensure the Budget is on a sustainable footing so that the Government can invest more in essential services such as health, education and public safety.

We supported the Government's agenda through 11 work priorities and five organisational priorities.

Work Priority I – Government reforms

Aim: To oversee State Service delivery of the Government's reform agenda in areas such as health, education, forestry, energy and land use planning, and to provide robust policy advice on future reform options.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Tasmanian Brand Project

In 2016-17, DPAC led a Steering Committee comprising the Brand Tasmania Council; the Department of State Growth; and Tourism Tasmania, to review the strength of the Tasmanian Brand.

The purpose of the review was to find how the Tasmanian Brand could better stand out from competitors and connect to the broader Tasmanian community. As part of the review, the project team looked at leading place brand efforts from around the world and talked with people from across Tasmania's key sectors and markets to hear their views.

The review found that while Tasmania's Brand is performing well, better coordination across industry, and a 'more contemporary and evolved Brand' will set Tasmania apart from its competitors. Work will continue in 2017-18 to progress this initiative.

Legislation

During 2016-17, the Office of Parliamentary Counsel drafted 71 Bills and 115 subordinate instruments, including Bills and instruments required to implement the Government's commitments for the relevant period, as set out in Deliverables 2017.

This included legislation to:

- recognise Aboriginal people in the Tasmanian Constitution;
 - outlaw the fortification of premises by outlaw motorcycle gangs and other criminal groups;
 - strengthen domestic violence laws to improve victim safety and to hold perpetrators to account;
 - prevent price rises in relation to the supply of electricity to residential customers;
 - expunge historical criminal records relating to Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people for offences that no longer exist;
 - amend and rename the *Aboriginal Relics Act 1975* to better recognise and reflect the significance of Aboriginal history and culture;
- alter sexual assault law to introduce mandatory sentencing for some sexual offences and offences involving violence;
 - regulate the display of sexist, racist and otherwise offensive material on commercial vehicles;
 - strengthen laws for offenders in vehicles who attempt to evade police;
 - enable certain unused railway corridors to be developed for tourism and related purposes; and
 - modernise and streamline the regulation of property agents and land transactions.

Education reforms

DPAC provides support to the Department of Education in reforming Tasmania's education system. In 2016-17, our Policy Division assisted with preparations for the commencement of the new *Education Act 2016*. Our Policy Division also takes a lead role in negotiations with the Australian Government on its new school funding arrangements.

Supporting open and transparent government

In 2016-17, the Office of the Secretary (OTS) reviewed current policies and procedures to continue improving the openness and transparency of Government information.

In December 2016, OTS implemented in DPAC the whole-of-government Gifts, Benefits and Hospitality Policy. The Policy sets out the broad principles applied to all Tasmanian State Service officers and employees in offering, accepting or refusing a gift, benefit or hospitality.

In 2016-17, DPAC routinely disclosed information it considers might be of interest to the public about Ministerial and Parliamentary Support and departmental information. This included information about departmental organisational structures and functions; Ministers' travel and entertainment expenses; and telecommunication and mobile device expenditure.

Since December 2016, information on all gifts, benefits and hospitality received by officers and employees has been reported monthly on the DPAC website as part of its routine disclosures.



Natural hazards – land use planning

DPAC's Office of Security and Emergency Management worked with the Planning Reform Taskforce and other state and local government and industry representatives to develop a suite of reforms to harmonise the State's planning and building controls for natural hazards. This included developing policy, maps, planning codes and building regulations for coastal inundation, coastal erosion and landslip.

PROGRAMS, SERVICES AND ADVICE THAT WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021

In June 2017, the Government released *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* (Climate Action 21). Climate Action 21 sets the Tasmanian Government's agenda for action on climate change through to 2021. It reflects the Government's commitment to address the serious issue of climate change and Tasmania's role in the global response.

The Tasmanian Climate Change Office (TCCO) developed Climate Action 21 in consultation with industry, local government, non-government organisations, research organisations and the broader Tasmanian community.

Climate Action 21 has six priorities and includes 37 actions focused on delivering practical action in areas that maximise climate change opportunities for Tasmania and prepare business and the community for future challenges.

Zero net emissions by 2050

In 2016, the Tasmanian Government commissioned Jacobs Australia to review the *Climate Change (State Action) Act 2008* (the Act). The Act sets the legislative framework for action on climate change in Tasmania.

The independent review made five recommendations for amending the Act:

1. that Tasmania set a new aspirational long-term emissions reduction target of zero net emissions by 2050;
2. that the objects of the Act be reduced and consolidated around four themes;
3. that the Act includes provisions to require Tasmanian Government agencies to consider the Act in decision making;
4. that the Act includes a set of principles to guide decision making and give effect to the target and objects; and
5. that the Act makes the preparation of a climate change action plan a statutory requirement.

The Government prepared a response to the independent review, supporting recommendations one, two and four, and supporting in-principle recommendations three and five. The Government proposes legislating this target under the Act.

Reducing Tasmania's greenhouse gas emissions

The Australian Government released the latest greenhouse gas accounts for 2015 in May 2017. Tasmania's total greenhouse gas emissions for 2014-15 were 0.9 megatonnes of carbon dioxide equivalent (Mt CO₂-e), which is a 95 per cent reduction from the 1989-90 baseline. Tasmania's greenhouse gas emissions per capita were 1.7 Mt CO₂-e in 2014-15, which was the lowest of all Australian jurisdictions. Tasmania achieved its legislated emissions reduction target of at least 60 per cent below 1990 levels by 2050, for the third year in a row.

Tasmanian Wilderness World Heritage Area Bushfire and Climate Change Research Project

In December 2016, we provided the Tasmanian Government with the final report of the Tasmanian Wilderness World Heritage Area (TWWHA) Bushfire and Climate Change Research Project and released it to the public.

The \$250,000 research project examined the impact of climate change on the TWWHA, and ways to improve how Tasmania prepares for and responds to bushfires in the TWWHA.

A number of priority studies were commissioned through the research project, which confirm Tasmania is likely to experience increasing bushfire risk in the future as a result of a changing climate.

The final report found Tasmania has well-developed bushfire management procedures for the TWWHA, and makes recommendations for managing bushfire threat in the region. The Government is acting on several recommendations and will use the findings to improve fire management protection in the TWWHA.

Work Priority 2 – National leadership

Aim: Lead and coordinate work across the State Service to support the Premier's participation at the Council of Australian Governments (COAG) on issues such as reform of the Federation, the National Disability Insurance Scheme and family violence.



WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

COAG meeting in Hobart

In early 2017, Tasmania hosted the 44th meeting of COAG, the first to be held in Tasmania since early 2009. The Policy Division and the Communications and Protocol Unit (CPU) worked together with key stakeholders to organise the meeting and ensure it was a success. The Prime Minister and all state and territory First Ministers attended the meeting. The Premier, as Chair, hosted a meeting of the Council for the Australian Federation with his state and territory counterparts prior to the COAG meeting.

Council of the Australian Federation Chair (TAS) – Chinese Provincial Leaders and State Premiers' meeting – Sydney

In March 2017, the Premier co-hosted the second Australia-China State/Provincial Leaders Forum with Madame Li Xiaolin, President of the Chinese People's Association for Friendship with Foreign Countries. The Forum focused on trade, education and culture, and tourism opportunities. The Forum was attended by Prime Minister Malcolm Turnbull MP and all Australian Premiers, the Premier of China, Li Keqiang, and Governors of eight Chinese provinces. Policy Division worked closely with CPU, the Department of State Growth, and New South Wales' Department of Premier and Cabinet to organise the Forum and support the Premier's participation.

PROGRAMS, SERVICES AND ADVICE THAT WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

National Disability Insurance Scheme (NDIS)

The Policy Division continued to lead the Tasmanian transition to the full NDIS, in collaboration with the Departments of Health and Human Services; Treasury and Finance; Education; State Growth; and Justice.

The transition commenced on 1 July 2016 with 2,229 people becoming NDIS participants in 2016-17. Approximately 10,600 Tasmanians with disability are expected to become NDIS participants by July 2019. The Tasmanian Government is contributing \$750 million to the NDIS over four years to 2019-20.

Policy Division provides secretariat support to the whole-of-government NDIS Transition Steering Committee and coordinates bi-annual briefings to Cabinet on NDIS implementation. The Division also provides advice and strategic guidance to support line agencies implement the transition to the NDIS.

During 2016-17, Policy Division officials represented the Tasmanian Government at multilateral policy forums on key elements of NDIS design, and at monthly operational planning sessions with the National Disability Insurance Agency.

Work Priority 3 – Reset our relationship with the Aboriginal community

Aim: Support the Government to foster a greater understanding between Tasmanian Aboriginal and non-Aboriginal people in a way that acknowledges Aboriginal history and culture.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Governance of Aboriginal Affairs

In January 2016, the Premier and Minister for Aboriginal Affairs re-affirmed the Tasmanian Government's commitment to resetting the relationship with the Tasmanian Aboriginal community. DPAC coordinates the implementation of these activities through a Heads of Agency Steering Committee and an Inter-Departmental Committee.

Achievements during the 2016-17 year include:

- amending the *Tasmanian Constitution Act 1934* to recognise Tasmanian Aboriginal people as the First People of Tasmania;
- implementing a more inclusive eligibility process for accessing Tasmanian Government Aboriginal programs and services;
- drafting a Tasmanian Aboriginal Histories and Cultures Framework and associated resources for schools;
- introducing amendments to the *Tasmanian Aboriginal Relics Act 1975* into Parliament;
- continuing the Council of Australian Governments (COAG) Closing the Gap agenda and starting an Aboriginal Employment Strategy for the Tasmanian State Service;
- implementing an Indigenous Procurement Policy; and
- scoping an Aboriginal Family Safety Initiative Project.



PROGRAMS, SERVICES AND ADVICE THAT WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

Recognition of Aboriginal People as Tasmania's First People

Following a public consultation process, in October 2016 the Tasmanian Parliament unanimously passed an amendment to the *Constitution Act 1934* recognising Aboriginal people as Tasmania's First People. In December 2016, a ceremony was held at Government House to celebrate Royal Assent with the community.

The amendment makes a clear and significant statement of fact, recognising the First Tasmanians in the State's Constitution as follows:

And whereas the Parliament, on behalf of all the people of Tasmania, acknowledges the Aboriginal people as Tasmania's First People and the traditional and original owners of Tasmanian lands and waters; recognises the enduring spiritual, social, cultural and economic importance of traditional lands and waters to Tasmanian Aboriginal people; and recognises the unique and lasting contributions that Tasmanian Aboriginal people have made and continue to make to Tasmania.

The Policy Division coordinated the consultation, legislation drafting and celebratory activities of this milestone.

Work Priority 4 – Preventing family violence

Aim: Develop and coordinate the implementation of a comprehensive, whole-of-government action plan to combat family violence.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Safe Homes, Safe Families

In August 2015, the Premier released the \$25.57 million *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015–2020* (Safe Homes, Safe Families). DPAC is coordinating implementation of Safe Homes, Safe Families in collaboration with the Departments of Health and Human Services; Justice; Police, Fire and Emergency Management; and Education.

Safe Homes, Safe Families includes 23 actions (having commenced with 18 actions) to change attitudes and behaviours that lead to family violence, support those experiencing family violence, and strengthen our legal response.

New actions include developing *Responding to family violence: A guide for service providers and practitioners*; providing practical supports to enable victims of family violence to stay safely in their own homes; an Aboriginal family safety initiative; and an electronic monitoring trial of family violence offenders.

The importance placed on the implementation of Safe Homes, Safe Families is highlighted by the governance structure that is supported by Communities, Sport and Recreation, which includes:

- a Cabinet Committee to oversee and approve implementation;
- an external consultative group which ensures stakeholder input into ongoing implementation and development;
- DPAC's Secretary chairing a high-level Steering Committee; and
- a cross-agency working group overseeing implementation at the operational level.



PROGRAMS, SERVICES AND ADVICE WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

White Ribbon accreditation

An action of Safe Homes, Safe Families is that all Government agencies become accredited White Ribbon Workplaces. In November 2016, DPAC achieved White Ribbon Workplace Accreditation, along with the Departments of Treasury and Finance; and Police, Fire and Emergency Management. DPAC continues to lead an inter-agency group supporting other agencies to achieve White Ribbon accreditation.

DPAC organised whole-of-government and community events to raise awareness of family violence and the White Ribbon initiative. On 28 July 2016, the Premier and Commissioner of Police co-hosted the Tasmanian Government's White Ribbon Night, in partnership with New Town High School. The night was a success, with representatives attending from family violence support services, Tasmanian schools and Tasmanian Government agencies.

On 25 November 2016, over 1,000 members of the community joined in the White Ribbon Walk with DPAC's Secretary, the Commissioner of Police, and the Secretary of the Department of Treasury and Finance, to make a stand against men's violence against women and children.

Work Priority 5 – International Engagement

Aim: Work in partnership with other agencies, UTAS, businesses and the community to increase opportunities for Tasmanian trade, investment and jobs through our relationships within the South-East Asia and Pacific region that includes China, Tasmania's largest trading partner.



WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Trades and treaties

The Policy Division coordinated whole-of-government responses to major trade negotiations in 2016-17. These included:

- Pacific Agreement on Closer Economic Relations (PACER) Plus;
- Third Review of the Singapore-Australia Free Trade Agreement; and
- Indonesia-Australia Comprehensive Economic Partnership (IA-CEPA).

We also coordinated Tasmanian Government responses to the Australian Government's reports to the United Nations Committee on existing treaty obligations, including:

- International Covenant on Economic, Social and Cultural Rights (ICESCR); and
- Universal Periodic Review of Human Rights.

The Division also prepared the Tasmanian Government's submission to the Australian Government's Foreign Policy White Paper.

SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

University of Tasmania – Partnership Agreement 2015-2025

The Policy Division worked closely with Tasmanian Government agencies and the University of Tasmania progressing initiatives from the ten-year Partnership Agreement with the University of Tasmania. A highlight was DPAC and the University appointing senior officers to lead partnership activities across each organisation.

Work Priority 6 – Community participation

Aim: Deliver programs in community, sport and recreation that increase opportunities for all Tasmanians to participate actively in community life.



WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Release of the Active Ageing Plan

Communities, Sport and Recreation (CSR) worked with the Council On The Ageing (COTA) to consult with the Tasmanian community and develop *Strong, liveable communities: Tasmania's Active Ageing Plan 2017-2022* (Active Ageing Plan).

Released in May 2017, the Active Ageing Plan aims to create a Tasmania that is the best place to live, to work, to invest and to be part of a family, as we grow older. It is a whole-of-government plan that identifies 19 actions, across four action areas, to support Tasmanians to age well and overcome systemic barriers to participation. The action areas are health, lifelong learning, participation and security.

CSR supports the Active Ageing Government Advisory Group, which has oversight of the First Year Implementation Strategy for the Active Ageing Plan. This will ensure an integrated and sustained effort by Tasmanian Government agencies over the next five years.

Following the release of the Active Ageing Plan, the Tasmanian Government committed \$346,000 to deliver nine new active ageing initiatives in 2017-18. CSR administers these initiatives with the aim of supporting individuals to make informed choices about their health and wellbeing, education, participation, and security; and to help adapt and re-shape our workplaces, communities and society to better facilitate and value the contributions of older people.

Tasmanian Flood Recovery Taskforce

After the widespread floods that occurred in June 2016, the Tasmanian Government established the Tasmanian Flood Recovery Taskforce to support flood-affected communities.

The Office of Security and Emergency Management (OSEM) played a critical role in establishing and supporting this collaborative whole-of-government effort. OSEM provided staff, policy advice, and developed and administered the Tasmanian Government's applications for financial assistance through the Australian Government's Natural Disaster Relief and Recovery Arrangements (NDRRA). OSEM also supported recovery efforts by activating the Tasmanian Emergency Information Service (telephone enquiry line).

Through whole-of-government Interoperability Arrangements, OSEM negotiated and administered the management of surge staffing for the first two months of Taskforce operations. Through the final phase of Taskforce operations, OSEM initiated a formal review of Tasmania's structural arrangements for recovery and recommended the establishment of new arrangements. Review recommendations were endorsed by the Tasmanian Government and an implementation project is now underway.

PROGRAMS, SERVICES AND ADVICE WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

Sport and Recreation for People with Disability

CSR's Sport and Recreation Branch has:

- built key relationships with disability service providers;
- supported Athletics Tasmania to hold a Para classification day (five athletes classified);
- supported AFL Tasmania to develop a Diversity Plan and field a team in the National Inclusion Carnival;
- worked with YMCA and Physical Disability Sports Tasmania to promote wheelchair Aussie Rules;
- assisted with developing the 'time to get into sport' commercial televised during the 2016 Paralympics; and
- worked with Eagling's Taekwondo to establish and promote Para Taekwondo classes.

Support for Tasmania's elite athletes to participate in the 2016 Olympic and Paralympic Games

Tasmania had nine athletes competing in the Australian Olympic Team and four athletes competing in the Australian Paralympic Team at the 2016 Rio Olympic and Paralympic Games.

The Tasmanian Government provided support to selected Tasmanian Institute of Sport (TIS) athletes in the lead-up to and during the 2016 Olympic and Paralympic Games.

This support included covering costs for physiotherapy, massage, nutrition and performance psychology sessions. Selected athletes also received financial support of up to \$5,000 each to help with living costs while competing at the Olympic and Paralympic Games.

Working with AFL Tasmania to build stronger grassroots and community football in Tasmania

Australian Rules Football remains one of the most popular sports in Tasmania, with a growing participation rate among young women. The Tasmanian Government committed \$2 million to AFL Tasmania over a four-year period from 1 July 2016 to 30 June 2020. The funding will support development of grassroots football in Tasmania to ensure vibrant competitions from community level to the Tasmanian State League. The focus is on increasing participation and providing pathways for developing athletes and elite female and male footballers. CSR administers the grant deed, which requires six-monthly reporting on progress towards agreed key performance indicators.

Development of the Safe Haven Hub for new migrants

Access to employment is one of the key factors contributing to positive settlement outcomes for new migrants in Tasmania. In 2016-17, CSR established the Safe Haven Hub service to provide educational support and employment pathways for migrants, humanitarian entrants and those on temporary protection visas. CatholicCare Tasmania delivers the Hub service across the State. The Government committed \$1.2 million over four years to deliver Hub services. The service works with industry councils, local government and training providers to fill labour shortages in growth areas of the Tasmanian economy.

Multicultural Grants Program

As part of Tasmania's *Population Growth Strategy*, CSR established the Multicultural Grants Program aimed at assisting migrants to settle and feel welcome in Tasmania. Multiculturalism enhances and strengthens every aspect of our day-to-day lives, and the Grants Program helps to increase community awareness of the value of diversity for the State. The Grants Program builds the capacity of ethnic community organisations to deliver positive outcomes for community members. In 2016-17, 14 projects and events, including two language school projects, received funding under the second round of the Grants Program.

Increasing community access to Government House

Government House's *Forward Plan 2015-2025* outlines activities to enhance general public interaction with the site and appropriate opportunities for co-hosting approved events. The *Government House Land Act 1964* (the Act) provides for the Government House site to be used as the residence of the Governor, not for commercial use. The Department of Primary Industries, Parks, Water and Environment (DPIPWE) administers the Act. During 2016-17, DPAC worked with Government House and DPIPWE to draft a Bill to amend the Act. The intent of the Bill was to allow Government House to undertake revenue-raising activities that are in keeping with the status of the site.

Both Houses of Parliament passed the Bill with no further amendments.

Natural Disaster Relief and Recovery Arrangements – help for disaster-affected communities

Over and above standard levels of financial support provided by the Australian Government through the Natural Disaster Relief and Recovery Arrangements (NDRRA) in response to a declared natural disaster, OSEM successfully secured an additional \$23 million for clean-up and environmental and economic recovery in communities affected by the June 2016 floods.

OSEM also secured an extra \$5.9 million contribution from the Australian Government to help meet the cost of protecting the Tasmanian Wilderness World Heritage Area during the January 2016 bushfires.

Work Priority 7 – Counter-terrorism

Aim: Work with other governments on a coordinated approach to counter-terrorism that has a particular focus on countering violent extremism.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Counter-terrorism

The Office of Security and Emergency Management (OSEM) worked with the Department of Police, Fire and Emergency Management to develop whole-of-government policy advice for counter-terrorism.

OSEM also worked collaboratively on counter-terrorism legislation with the Australian Government and other jurisdictions, through the Australia-New Zealand Counter Terrorism Committee (ANZCTC), focusing on amendments to both State and Commonwealth legislation in relation to control orders and continuing detention for high-risk terrorist offenders.

Through COAG and ANZCTC, OSEM worked to progress initiatives to counter violent extremism, particularly those relating to youth at risk of radicalisation.

PROGRAMS, SERVICES AND ADVICE WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

TasALERT Phase Two and Public Information Unit Exercise Spirit

In November 2016, we launched Phase Two of the Tasmanian Government's official emergency warning information system, TasALERT. In June 2017, TasALERT formed part of a counter-terrorism public information training exercise. Phase Two TasALERT delivered website enhancements including a homepage map allowing users to choose the information they view during an emergency, such as fire warnings, road and school closures, and the location of evacuation centres across Tasmania. The website is now more mobile-friendly and provides preparedness information in 10 different languages.

In major emergencies, TasALERT is managed by a DPAC-coordinated whole-of-government Public Information Unit (PIU). PIU volunteers from across Government took part in Exercise Spirit, which assessed arrangements between the Department of Police, Fire and Emergency Management (DPFEM)'s Media and Communications team and the PIU for delivering public information during a terrorism incident. Exercise evaluators found that both DPFEM and the PIU disseminated public information in a clear, consistent and timely manner. Evaluators also identified areas for further enhancement of the arrangements. DPAC will continue to exercise this important public information response in 2017-18.

Identity and access management

In June 2016, the Office of eGovernment (OeG) set up a working group to:

- coordinate identity management activities across Tasmanian Government agencies; and
- develop a blueprint for whole-of-government identity management.

In March 2017, OeG set up a whole-of-government Network Authentication and Authorisation Service. The service provides network-based authentication, authorisation and accounting services to users and devices. This makes it easier to implement secure and authorised access to agency systems and information across Government.

Implementation of National Identity Proofing Guidelines

The National Identity Proofing Guidelines aim to address the high rate of identity crime in Australia by strengthening identity verification processes through a standardised and transparent national approach. The guidelines are used by the Australian Government and state and territory government agencies that issue the documents and credentials most commonly used as evidence of a person's identity. OeG worked with Service Tasmania and the Department of State Growth to apply the guidelines to the motor vehicle registration process.

Work Priority 8 – Local government

Aim: Support local government to increase the take-up of shared services, and improve governance and service delivery.

SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

Targeted review of the *Local Government Act 1993*

The Local Government Division (LGD) supported the intergovernmental steering committee responsible for the targeted review of the *Local Government Act 1993*, which involved extensive research and consultation. In September 2016, the steering committee provided the Minister for Planning and Local Government with 35 recommendations designed to improve the transparency and accountability of Local Government Authorities.

With Ministerial endorsement of the recommendations, LGD collaborated with stakeholders to develop a legislative amendment Bill. Consideration of the 25 submissions received in response to the public consultation process is informing the final drafting of amendments, with the Bill scheduled for consideration by Parliament in 2017-18.

Voluntary amalgamation feasibility studies

LGD supported councils around the State to undertake studies to investigate the feasibility of voluntary amalgamation and strategies for shared services. In 2016-17, two feasibility reports considered proposals for council amalgamations in the South-East and Greater Hobart regions. Both studies indicated that all options for amalgamation would provide greater benefits than business as usual.

LGD is working with councils through the community consultation process, which will guide decisions about next steps. If councils decide to pursue amalgamations, LGD will support the review of proposals submitted to the Local Government Board for consideration.



Amendments to rating provisions in the *Local Government Act 1993*

LGD worked closely with representatives from local government, the Office of the Valuer-General, Crown Land Services and the community on legislative amendments that clarify provisions for the rating of privately-used Crown land.

These amendments:

- clarify that exemptions from non-service rates under Section 87(1)(b) of the *Local Government Act* do not apply to Crown land that is subject to leases and licences that confer a right to exclusive occupation and are used for commercial or private use;
- provide an exemption from non-service rates for unallocated seabed Crown land and seabed Crown land within municipal areas that support marine farming leases established under Tasmania's *Marine Farming Planning Act 1995* (Part 4);
- extend the definition of municipal area to include land that adjoins municipal areas in certain circumstances;
- validate all current and previous rates notices issued in relation to land previously subject to an exemption under Section 87(1)(b) of the *Local Government Act*, other than rates notices issued to the Crown; and
- change the provisions for rating liability under Section 120 of the *Local Government Act*, specifically rates for Crown land leases and licences.



PROGRAMS, SERVICES AND ADVICE WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

Education program for local government and elected members

LGD established a three-year education program to build capacity among elected members of local government in Tasmania. The program focuses on key legislation and regulations: *Local Government Act 1993*; *Local Government (Meeting) Regulations 2015*; *Local Government (General) Regulations 2015*; and *Dog Control Act 2010*.

The program will evolve and adapt according to identified needs, using a multi-modal approach to ensure that training is accessible to all elected members. Short-term priorities are:

- recent and proposed amendments to the *Local Government Act 1993*;
- conflict of interest and pecuniary interest; and
- closed session meetings and minutes.

Implementation of the new local government code of conduct framework

LGD supported implementation of a new code of conduct framework, which promotes accountability and encourages councillors and councils to act in the best interests of their communities. The framework is critical to good governance within Tasmania's local government sector. To support the framework, LGD established a code of conduct panel, delivered training to panel members and supported the panel's executive officer role.

In its first year of operation, the panel considered 23 code of conduct complaints, nine of which were upheld and resulted in cautions and/or training sanctions for respondents.

LGD will review the framework at the end of its first year of operation.

Work Priority 9 – State Service workforce

Aim: Achieve a workforce that is high-performing and reflects the community it represents by improving the employment framework, negotiating industrial instruments and building capability.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Diverse and inclusive State Service

A major initiative for 2016-17 was implementation of the State Service Diversity and Inclusion Policy, which is underpinned by the State Service principles and ensures that:

- our employment opportunities are accessible to everyone;
- our employees are valued and respected; and
- we support our employees to be the best they can be.

The Diversity and Inclusion Framework supports the policy, setting out priorities and activities to ensure that management policies and practices are supportive of everyone working, or wishing to work, in the State Service. The first deliverable was development and implementation of a Workplace Adjustment Policy Template (WAPT) to assist agencies.

The State Service is committed to diversity and inclusion and aims to increase the representation of women in its senior executive. In August 2016, Heads of Agencies released a strategy for Gender Diversity in the Tasmanian State Service, which sets out key actions to increase the representation of women in the senior executive. Our target is for at least 40 per cent of senior executive positions to be held by women by 2020. As at June 2017, 37 per cent of the Senior Executive are women, well on track to achieve the target.

Heads of Agencies and deputy secretaries across all State Service departments completed training and coaching in diversity and inclusive leadership in April 2017. They are now implementing more inclusive strategies in their respective organisations.

Work commenced on a whole-of-service policy on flexible work, and the State Service Management Office has been negotiating with unions on the proposed approach.

An Aboriginal Employment Strategy is being developed to increase the representation of Aboriginal people in the State Service. Extensive agency and community consultation is being undertaken to ensure the strategy's objectives are feasible and attainable.

A Youth Program is also being developed for implementation in 2017-18. It aims to assist in addressing youth unemployment in regional areas and to increase school retention rates, along with a potential State Service school-based youth trainee program.



Employee Assistance Program

The State Service now has a service-wide Employee Assistance Program (EAP), providing economies of scale in purchasing the service and de-identified reporting.

Two major whole-of-service initiatives were developed in partnership with the Department of Health and Human Services and Worksafe Tasmania, covering Mental Health and Physical Health Nutrition. The initiatives that will be implemented in 2017-18 are:

- Mindfulness Application (with University of Tasmania); and
- Ritualize Computer Application (with Ritualize).



Employment Framework review

The State Service Management Office (SSMO) continued examining the State Service Employment Framework, to ensure that it is contemporary, flexible and able to meet evolving workforce and business demands.

In August 2016, SSMO released a Discussion Paper on the Examination of the Tasmanian State Service Employment Framework to Heads of Agencies and unions. The aim of the paper was to open discussion about our current employment practices and the opportunities to make them more contemporary and relevant to today's workforce. It focused on recruitment processes, particularly those that are directed through Employment Direction No 1 – Employment in the Tasmanian State Service.

Key themes of the discussion paper were:

- What is a contemporary Employment Framework?
- How is merit more than a process?
- How do we create a flexible, mobile and adaptive Employment Framework?
- What support is required to move to a more contemporary Employment Framework?

As part of the Public Sector Union Wages Agreement 2016, the State Service agreed to consult with unions on a range of employment framework matters, including broadbanding, reclassifications, phased-in retirement, professional accreditation, registration and essential qualifications.

Occupational violence and aggression

A group including some Heads of Agencies and union officials worked together on a whole-of-government campaign to address occupational violence and aggression in State Service workplaces. In April 2017, the group released a Statement of Principles at a joint State Service and Unions Tasmania event. The statement defines occupational violence in a State Service context, identifies factors that will be taken into consideration when determining consequences, and sets out the support employees can expect.

Occupational violence and aggression is any incident in which an employee is verbally, physically or psychologically abused, harassed or threatened by a member of the public – irrespective of the intent or harm. The consequences will range from recording the incident to denying service and calling the Police. However, we recognise that there will be some instances where we simply cannot deny service.

The awareness campaign about occupational violence and aggression in the Tasmanian State Service will be expanded in 2017-18. Additional work to support the campaign includes:

- exploration of de-escalation training, including face-to-face and supporting online modules;
- draft resources for managers on:
 - reporting incidents to Police;
 - dealing with difficult clients;
 - how to respond to an aggressive call;
 - how to respond to an aggressive email or letter;
- reinforcement of reporting incidents; and
- monitoring incident reporting.



Developing the State Service

Three significant programs were launched during the year to increase the capability of the State Service Workforce.

Senior Executive Leadership Program

Building upon the findings of the Senior Executive Skills Audit conducted in 2015, SSMO worked with the Australia and New Zealand School of Government (ANZSOG) to deliver a leadership program for senior executives across the Service. The program commenced in April 2017 and involves 40 senior executives across most departments. The program aims to build strategic thinking and skills to deliver on results.

Graduate Development Program

For the first time in several decades a whole-of-service Graduate Development Program was implemented. Twenty seven graduates across multiple agencies are starting their State Service career, supported by an 18-month program. The program will introduce them to the State Service and mechanisms of government, as well as develop their skills in policy, project management, presentation, communication and finance.

Managers' Essential Program

SSMO worked with all agencies to develop a four-part management capability program for State Service managers. The Training Consortium piloted the program in May 2017 and will roll out two more programs in 2017. The program focuses on managing self, government and governance, positive work environments and managing people.

Industrial Relations Framework

During 2016-17, SSMO finalised the majority of wage-related agreements for TSS employees, including the Public Sector Union Wages Agreement (PSUWA), covering the majority of employees under the Tasmanian State Service Award (TSSA), and the Health and Human Services Award (HAHSA). Negotiations not yet complete are for Salaried Medical Practitioners and Police. The PSUWA 2016 outcomes set the standard for the TSS and were replicated in other Agreements (Allied Health Professionals, Correctional Officers, Fire Fighters, Teachers, Nurses and Midwives). These outcomes include:

- Paid Family Violence Leave of up to 10 days;
- Compassionate Leave for any immediate family or household who has a life-threatening illness or injury;
- increased paid partner leave on the birth or adoption of a child from one day to one week;
- option for novated leases of motor vehicles; and
- increases to night shift penalties paid to HAHSA employees.

Empower integration and automation program

The Empower Integration and Automation Program aims to improve the Empower Human Resources system used in most Tasmanian Government agencies. This will be achieved by reducing the number of manual processes, reducing administrative overheads and costs, and significantly improving real-time agency and whole-of-government reporting capabilities.

We developed an agency-based funding model and a governance framework in Part 1 of the program. This included detailed planning of the program's initial tasks and development of supporting program documentation.

Work began on a pilot data extraction program to support the advanced reporting platform in the Department of Justice. This pilot will be the model for a fully-functional dashboard reporting system for all agencies in 2017-18. The release of the dashboard will coincide with Part 2 of the program. Part 2 will include evaluation of the structure and configuration of existing production databases. This work will inform Part 3 of the program, in which a number of Empower production databases will migrate to a single shared database.

Interoperability Arrangements

After the 2013 bushfires, the Tasmanian Government established Interoperability Arrangements to enable the temporary deployment of skilled staff from across State Service agencies to support Tasmania's emergency services during and in the immediate aftermath of natural disasters. The Office of Security and Emergency Management (OSEM) is responsible for maintaining this key element of Tasmania's emergency management arrangements.

Through the Interoperability Arrangements, there are currently around 180 State Service employees registered as willing and able to provide support in areas including: incident management; logistics; administration; and communications. Due to the scale and duration of the response to and recovery from the June 2016 floods, both the State Emergency Service and Tasmanian Flood Recovery Taskforce requested assistance under these arrangements.

From 6 June to 5 August 2016, OSEM coordinated the deployment of 110 interoperability staff from across the Tasmanian Government to assist response and recovery efforts, providing valuable assistance to Tasmania's emergency services. In April 2017, OSEM also coordinated the interstate deployment of 29 Interoperability staff to assist with Queensland's recovery from Cyclone Debbie.



Work Priority 10 – Information management

Aim: Lead the improvement and transformation of Government through the application of contemporary ICT and information management.

WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

Tasmanian Cloud implementation and NT III project – focus on the Tasmanian Cloud

Endorsed by Cabinet in 2015, the Tasmanian Cloud Policy requires Tasmanian Government agencies to migrate most of their computer-based information and services to the on-island, 'as a service (aaS)' Tasmanian Cloud by the end of 2018. Agencies have commenced the transition process, which involves closing existing data centres and progressively moving away from owning and maintaining ICT server and storage equipment in-house.

To implement the policy, the Office of eGovernment (OeG) worked with TMD to develop the agreements that together constitute arrangements for the Tasmanian Cloud:

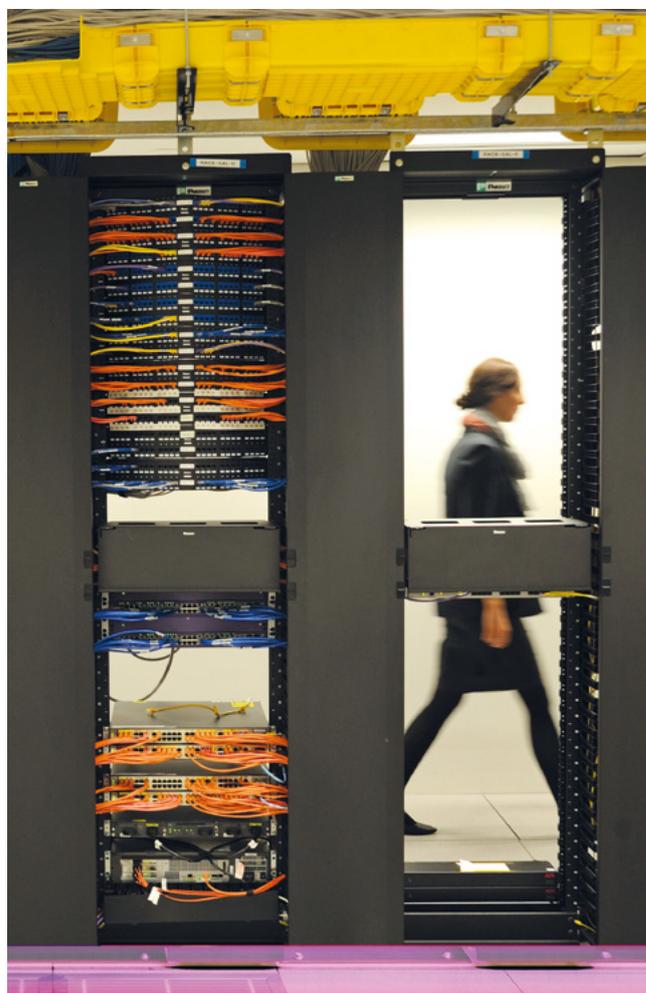
- TasNetworks – for Data Centre services (DCaaS);
- TasmaNet – for Data Centre and Infrastructure services (DCaaS and IaaS); and
- NEC – for Infrastructure services (IaaS).

Networking Tasmania III contracts

Established in 1997, Networking Tasmania (NT) now provides an extensive range of integrated, contracted services to safeguard and securely deliver the information, communications and technology assets used by Tasmanian Government agencies and eligible organisations. Using cloud-based technologies delivered as-a-service, Networking Tasmania delivers enterprise-grade data networking solutions, from cyber security and NBN-based connection to 'in-building' Wi-Fi and Government Directory services.

NT is currently being updated through the Networking Tasmania III (NT III) project. As part of this work, the Government contracted TasmaNet and NEC to deliver IaaS in September and October 2016. In November 2016, NEC and Telstra were contracted to provide Local Area Network as a Service (LANaaS). The first LANaaS site was implemented in April 2017; further sites are scheduled for August and September 2017. Negotiations with Telstra are underway for renewal of arrangements for the Network Core.

NT III aims to improve the way the Tasmanian Government does business by encouraging the implementation of a 'one-government, multi-agency' business model.



Review of Information Management Policy framework

In 2016-17, OeG and the Tasmanian Archives and Heritage Office (TAHO) worked collaboratively to develop a whole-of-government strategy that will direct, improve and streamline information management practices across the Tasmanian public sector. Implementation of the strategy includes work that incorporates elements of the Stats Matter Strategy (including open data and the Administrative Data Exchange Protocols for Tasmania), a streamlined set of State Archives guidance material and a new governance framework.

This work will enable realisation of the full value of Government information holdings, allowing evidence-led decision and investment, further risk minimisation and reduced administrative burden on agencies.

SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

ICT Professional Services Panel

The Tasmanian Government's policy is to streamline the procurement of ICT services for Government agencies through the introduction of a new, centralised ICT Professional Services Panel. Managed by Treasury, the panel will simplify procurement processes for projects with a value of between \$50,000 and \$250,000.

In 2016-17, OeG coordinated consultation about the panel with agencies and the local ICT industry. The panel procurement process opened on 25 February 2017, with tenders closing on 24 March 2017. The process is due to be finalised in late 2017.

Once established, the new panel arrangements will replace the ageing Software Development, Support and Associated Services (SDSAS) Panel.

Connect Unify Migration Program

In July 2016, the Government announced that Anittel had sold the contract to deliver Tasmanian Government voice network services (Connect Voice) to Telstra Corporation. Since then, TMD has coordinated a multi-supplier project team to build, test and deploy the new voice platform: Connect Unify. Connect Unify maintains existing levels of service to agencies but provides significant opportunities for future digital innovation through the progressive adoption of unified communication solutions.

TMD is working collaboratively with individual agencies to plan and implement migration to the new platform with minimal impact to normal operations. The Department of State Growth was the first agency to migrate to Connect Unify on 15 June 2017. By October 2017, over 16,000 services will be migrated to the new platform, in tandem with a range of other solutions such as call queues and phone switchboards.

Human Resources Infrastructure Renewal Project

In 2016-17, DPAC completed the Human Resources Infrastructure Renewal Project, providing contemporary, high availability and performance infrastructure for all Empower HR systems across the State Service. During the project, 10 agency HR systems were moved into three flexible, resource-managed zones. The systems now sit on high performance infrastructure, providing multiple options to continue service delivery in the event of system failures. The outcome from the project is improved business continuity and systems that are positioned to be ready for the Empower Integration and Automation Program.

FIND system redevelopment

FIND is the Department of Justice's (DOJ) fines management system, which is used by some State Service agencies and local councils. In 2016, DOJ initiated a project to develop a more contemporary suite of products within FIND. TMD worked with DOJ and the successful tenderer to both develop an effective release process and undertake an independent review of the project. The initial re-release of FIND was completed in June 2017.

PROGRAMS, SERVICES AND ADVICE THAT WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

ICT Security

In 2015, the Networking Tasmania III Project Steering Committee initiated an ICT and information security project, designed to leverage the expertise of agencies.

As part of that work, the Department of Education (DOE) funded the secondment of an OeG staff member in 2016-17 to work within DOE's Information and Technology Services unit. This work promoted a more consistent approach to the implementation and management of agencies' information and ICT security processes by:

- assessing the status of information security management across agencies;
- developing information security policies and procedures in DOE that can be repurposed for use by other agencies; and
- updating the Tasmanian Government Information Security Procedures.

In late 2016, information security incidents reported by the media and the Tasmanian Government were analysed, to help gain more in-depth understandings and inform future strategies to mitigate against and manage cyber security threats. The outputs of this analysis supported the case for investment in additional cyber security resources in the 2017-18 budget.

Work Priority II – Service Tasmania

Aim: Establish Service Tasmania as a single, responsive, client-focused organisation in DPAC.

PROGRAMS, SERVICES AND ADVICE WE DELIVERED TO IMPROVE THE WELLBEING OF TASMANIANS

Service Tasmania restructure

In 2016-17, Service Tasmania improved efficiency by restructuring and implementing new and more streamlined systems and processes, including:

- systems to support the delivery of services both over the phone and at the counter;
- specialised technologies to improve productivity and the future allocation of staff resources;
- minor accommodation projects to ensure related teams are located near each other;
- a centralised workforce planning model and streamlined recruitment processes to minimise vacancy rates;
- a staff coaching model and appointment of team leaders to improve staff capabilities and support; and
- a Service Delivery Support Team and new telephony to provide front-line service and contact centre staff with better technical and service information support, including a single contact point for Service Tasmania's client agencies.

Contact Centre expansion

Development of Service Tasmania's Integrated Tasmanian Government Contact Centre (ITGCC) is ongoing. The service receives over 250,000 calls from the Tasmanian public annually, with the number and complexity of calls increasing every year.

In 2016-17, ITGCC expanded to include virtual teams, staff training and new technology. Contact centre technology was installed in Service Tasmania service centres across the State, increasing the number of staff available to answer calls. Training was provided for staff who now serve customers both face-to-face and over the phone, to provide them with the skills necessary to meet best practice standards. A program of ongoing training and resource management was also established. Call volumes will continue to be monitored with a view to expansion into additional service centres if required.



New services introduced

Service Tasmania introduced new services to provide easier and improved access to Government services, including a specialised 24/7 telephone service to report faults and hazards on State-owned roads. Service Tasmania partnered with a private sector service provider to deliver the out-of-hours service, providing for other around-the-clock services in the future if the business need arises.

In 2017, Service Tasmania partnered with Communities, Sport and Recreation to make it easier for eligible Aboriginal and Torres Strait Islanders to claim recognition of Aboriginal heritage and access to relevant services by enabling the lodgment of applications at any of Service Tasmania's 27 service centres around the State.

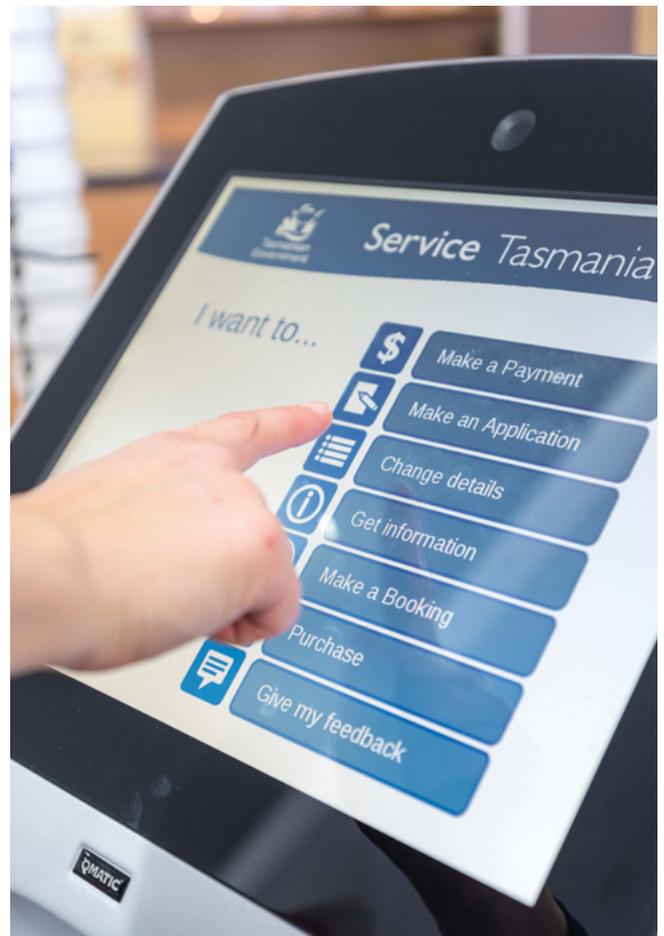
Devonport Living City

As part of Devonport City Council's Living City project, a new centre is being constructed to co-house the Council, a convention centre, Service Tasmania and Devonport's LINC. The centre is due to open in mid-2018. In preparation for a closer relationship between the tenants, Service Tasmania initiated a phased introduction of bill payment for selected Devonport City Council services through Service Tasmania statewide. Service Tasmania assumed an active role in the working groups overseeing the project to ensure a high level customer experience and efficient services when the building opens in mid-2018. Service Tasmania expects the number of services delivered on the Council's behalf to increase in the future.

Capital works

In 2016-17, Service Tasmania undertook a range of capital works projects to improve customer access to service centres, including:

- installing access ramps in the Rosny Service Centre carpark;
- modifying the entrance and disability access for customers at the New Norfolk Service Centre;
- improving signage statewide; and
- upgrading lighting at the St Helens Service Centre to improve the quality of photographs for licences.





Our Organisational Priorities

Our organisational priorities provide a focus for the Department to enhance the knowledge, skills, systems, and culture of our organisation to achieve measurable and sustainable results.

Our organisational priorities are:

- Building strong relationships.
- Valuing our people.
- Focusing on results.
- Integrating policy and services.
- Simplifying systems and processes.

A DPAC that has strong relationships with its stakeholders, and with staff that feel valued and are focused on results, will always deliver the best policy advice and services possible to the Government of the day.



BUILDING STRONG RELATIONSHIPS

DPAC recognises that through building strong relationships with its stakeholders we can be more responsive and provide higher quality services to our clients. The ability to work effectively together is vital to our success. Our aim is to consciously build collaborative relationships within and outside DPAC so that we understand each other's perspectives and needs, and can work together to achieve results.

VALUING OUR PEOPLE

DPAC recognises that people are our greatest strength to deliver services to the Government of the day and the community. The capability we build in our people will enable us to continue to keep pace with rapid technological, industrial and social change. We aim to recruit, support and develop people with the right skills to meet our current and future needs by cultivating a values-based organisation and providing skills development, knowledge sharing, and opportunities for learning and growth. We embrace diversity in our people as this is the best way to ensure we have the capability to represent the very best in thinking, skills and experience.

FOCUSING ON RESULTS

DPAC recognises that when our people have clarity of purpose, and our structures, systems and processes work well, we can deliver better outcomes. Our aim is to be able to organise DPAC around the results to be delivered, by establishing agile teams that can adapt to changing circumstances, and by clearly defining how our work relates to our ultimate strategic goals.

INTEGRATING POLICY AND SERVICES

DPAC recognises that policy development and service delivery are both integral components of public programs. For high quality results these functions should complement each other. We aim to build the capacity of our staff to understand this relationship and to work across these functions collaboratively to achieve successful outcomes.

SIMPLIFYING SYSTEMS AND PROCESSES

DPAC recognises that unless we are efficient, we are not delivering to our potential. The application of lean processing and the associated use of technology is the cornerstone of ensuring that we as an Agency provide value for money. We aim to encourage staff to think laterally about how they go about their tasks and actively assess and reassess processes to ensure that they focus on results.

Organisational Priority I

– Building strong relationships

Aim: Consciously build collaborative relationships within and outside DPAC to deliver better results.

We will build strong relationships by:

- talking directly to staff in other divisions, agencies, businesses and communities, to understand what they need; and
- ensuring managers are visible and approachable.

We will know we have achieved this when we see an increase to best practice levels in customer satisfaction in DPAC's State Service Survey, the Policy Measurement Framework and other client surveys.

PROGRESS REPORT 30 JUNE 2017

DPAC collaborated with staff in other agencies to ensure development of whole-of-government approaches and policies, as well as implementation of programs and services to benefit Tasmanians.

In 2016-17 DPAC led and coordinated significant bodies of work including:

- overall governance to the Government's Reset of the Relationship with the Tasmanian Aboriginal community;
- the consultation and drafting of an amendment to the Tasmanian *Constitution Act 1934* to recognise Aboriginal people as Tasmania's First People; and
- reviewing the strength of the Tasmanian Brand, identifying opportunities to strengthen it through collaboration in promotion and development. Work will continue in 2017-18 to progress this initiative.

These programs were delivered through collaboration across Government, the community and the private sector.

The Policy Division and the Communications and Protocol Unit (CPU) worked together to deliver a Council of Australian Governments (COAG) meeting in Hobart on 9 June 2017. The Policy Division and CPU also worked with the Department of State Growth and the New South Wales' Department of Premier and Cabinet in organising the Australia-China State/Provincial Leaders' forum. The Forum was hosted by the Council for the Australian Federation (CAF) and the Premier was the co-Chair.



The Properties and Procurement Branch developed and implemented a Tasmanian Government Courier Policy to support the effective collection and distribution of mail between Government agencies and organisations across Tasmania.

CPU worked with DPAC's Office of Security and Emergency Management (OSEM), and with the Department of Police, Fire and Emergency Management (DPFEM), to launch Phase 2 of TasALERT, the Tasmanian Government's official emergency warning information system. We also worked closely with DPFEM to conduct a counter-terrorism public information exercise, Exercise Spirit, in June 2017.

OSEM continued to work with all levels of government, the private sector, NGOs and the community to establish and maintain relationships to deliver positive outcomes in relation to security and emergency management.

The Tasmanian Climate Change Office (TCCO) has worked collaboratively with a number of Tasmanian Government agencies and research institutes to deliver the \$250,000 Tasmanian Wilderness World Heritage Area Bushfire and Climate Change Research Project.



Service Tasmania continued to foster strategic partnerships to improve access to government services for the Tasmanian public. We delivered transactional and information services and other business on behalf of 37 stakeholder agencies in 2016-17, including:

- all State Government departments and many Government Business Enterprises;
- several Australian Government agencies, including the Departments of Human Services (Medicare and Centrelink), Veterans' Affairs and the Australian Taxation Office; and
- six local councils.

The State Service Management Office (SSMO) and the Training Consortium collaborated in the development and launch of the Graduate Development Program and a four-part management capability program for State Service managers, in consultation with all agencies. It was the first time in several decades that a whole-of-service program was implemented for graduates. The managers' program was piloted in May 2017 with a further two programs to be rolled out in 2017.

The Office of eGovernment (OeG) facilitated the Government's contribution to the annual GovHack event

by donating prizes and connecting participants with government. GovHack is a community-led event where teams demonstrate new and innovative uses of government open data. OeG organised the #OKtoShare SES forum in July 2016. All agencies participated, with the aim to build a greater understanding across the public sector about the benefits of sharing information.

To improve our cyber security capability, OeG is building stronger cyber security relationships with Australian Government organisations and other jurisdictions. This work will continue and expand into the future.

The Local Government Division (LGD) worked with other Tasmanian Government agencies, local government authorities and community groups to deliver:

- a targeted review of the *Local Government Act 1993*;
- voluntary council amalgamation feasibility studies;
- an education program for local government and elected members; and
- a newly implemented local government code of conduct framework.

This work continues to build on our relationship with our stakeholder community.

Organisational Priority 2

– Valuing our people

Aim: Recruit, support and develop the people with the right skills to meet current and future needs.

We will focus on valuing our people by:

- recruiting staff with the right skills and capabilities and who share our values;
- providing staff with opportunities to learn, progress and move around the organisation;
- ensuring managers are skilled at managing people, recognising good performance, and celebrating achievements; and
- developing leaders throughout the organisation.

We will know we have achieved success when we see an increase to best practice levels in staff satisfaction and morale measures in DPAC's State Service Survey.

PROGRESS REPORT 30 JUNE 2017

HR led the White Ribbon Workplace Accreditation program and the Department was officially accredited as a White Ribbon Workplace in November 2016. The accreditation recognises the Department's contribution to national cultural change in preventing and responding to violence against women, using workplace practices. DPAC, through effective leadership, resource allocation, communication, HR policy development and training, created a safer and more respectful workplace, supporting employees to be respectful across all spheres.

The performance management and development policy, processes and tools were also redeveloped with a focus on the importance of conversations, including two-way feedback. The Department recognises the value a discussion can have for relationships, wellbeing, team work, working collaboratively, and ultimately achieving our strategic priorities.

Values were first implemented in 2009 and have been an important part of the Department's culture ever since. In 2016-17, a refresh of the DPAC values was undertaken to ensure they remain representative of our people and work. The development of the values was led by the Executive in consultation with staff. Three workshops were held with more than 130 staff across the Agency to determine the behaviours that do and don't support the values. The new set of values were launched in February 2017. They are: excellence, customer focus, working together and professional.

As a Department, we have embedded values-based questions into recruitment processes to ensure we recruit staff with the right capabilities and shared values. Training staff to have valuable conversations commenced in April 2017 and is being rolled out across DPAC. A toolkit of resources to support communications and embed the values has also been developed.

The PAC, a volunteer group of DPAC employees, continues to present activities and events that deliver on its mission to make DPAC a better place to work. Whether through lunchtime yoga classes, guest speaker sessions or even office decoration competitions, the PAC's enthusiastic members work together to enrich the cultural life of the Department with a focus on workplace health and wellbeing and strengthening relationships across the Agency.

CPU continued to foster a strong network of communications specialists across Government, coordinating and managing training programs to assist with general capability building, knowledge sharing, and resource sharing during times of crisis. CPU also supported and managed initiatives and events focused on internal communications and organisational development, including the PAC, DPAC Values and White Ribbon events.

Service Tasmania worked with HR to streamline the recruitment process for Client and Customer Services Officers to ensure high quality placements in vacancies across our network. Improving our support structure and approach for front-line staff was also a priority, especially when we welcome new recruits. We continued to invest in our existing customer service talent by providing a range of training options, including technical and systems training, to improve staff skills.

The Policy Division worked closely with Tasmanian Government agencies and the University of Tasmania to progress initiatives from the ten-year Partnership Agreement with the University of Tasmania. A highlight was the appointment of senior officers in DPAC and the University to lead partnership activities across each organisation.

OSEM provides learning, development, and exercising opportunities to staff that may be involved in an emergency response to ensure we are able to meet any challenges that arise.

Organisational Priority 3

– Focusing on results

Aim: Organise DPAC around the results to be delivered.

We will maintain our focus on results by:

- implementing 'hot teams' across the Agency based on the skills needed to achieve outcomes;
- having a set of measureable KPIs/targets that are linked to results and monitored; and
- developing divisional business plans that articulate expected outcomes and results.

We will know we have achieved this when all staff work plans contain clear links to divisional or departmental KPIs, and there is clear understanding of what success looks like.

PROGRESS REPORT 30 JUNE 2017

We reviewed our Key Performance indicators in 2016-17 and a range of new and reviewed measures were implemented across the Department for the 2017-18 budget. Work will continue in 2017-18 to refine and expand on the new measures.

CPU participated in numerous hot teams and working groups across the Agency to focus on delivering results, including the Tasmanian Brand Project, Values Working Group, the Accessibility Action Plan Working Group and White Ribbon Working Group.

The Properties and Procurement Branch coordinated a number of property-related projects and progressed other important initiatives during the year. These included establishing:

- three new Electorate Offices in Launceston for Members of the House of Assembly;
- new property leases and exercising options across a number of sites within the Department's leased property portfolio; and
- a new Ministerial Drivers Industrial Agreement.

TCCO has delivered an energy efficiency program for community sector professionals to assist clients to reduce their energy use.

The Tasmanian Institute of Sport supported Tasmania's elite athletes to participate at the highest level by providing leadership and quality athlete and coaching services. In 2016-17, 22 Tasmanian athletes achieved top eight or better performance at benchmark international sporting events, including the 2016 Rio Olympic and Paralympic Games.

During the 2016-17 financial year, Information Technology Services (ITS) undertook a proof of concept for Mobile Device Management (MDM). MDM will allow us to better secure our mobile devices and will be fully operational in late 2017.



OSEM played a critical role in establishing and supporting the Tasmanian Flood Recovery Taskforce, including initiating a formal review of Tasmania's structural arrangements for recovery. Recommendations from this review have been endorsed by the Tasmanian Government and implementation is underway.

The Policy Division worked with all agencies to provide regular reports to Government on the implementation of Cabinet decisions. In 2016-17, the Policy Division achieved efficiencies by realigning the timing of these reports with reporting on other Government commitments.

LGD helped to build capacity and accountability in elected members of local government through the introduction of an education program and the implementation of a local government code of conduct framework.

Building on strategies from the previous year the operational performance of the Silverdome again improved. A range of events was held, including significant one-off events, the introduction of new annual events, and the retention of existing annual events. Some of the highlights were:

- a Constellation Cup international netball game between Australia and New Zealand;
- a three-year deal to hold Suncorp Super Netball games hosted by the Collingwood Magpies;
- a new annual 'Kid I am' event;
- a Daniel Geale boxing match; and
- the Theatre Nurses Conference.

The use of the facility for weekly competitions and training has increased by 11.5 per cent with the introduction of new sports such as futsal, roller derby and the TIS's elite cycling program. Since 2013-14 the Government's annual contribution to the operational deficit has been reducing as usage increases in line with the overall strategy for the Silverdome.

Organisational Priority 4

– Integrating policy and services

Aim: Improve service delivery and policy development by connecting the two formally and informally.

We will integrate policy and services by:

- ensuring staff in relevant areas have an understanding of policy and service delivery functions; and
- supporting policy and service delivery staff to collaborate, innovate and deliver results.

We will know we will have achieved this when all staff are reporting increased levels of collaboration between policy and service delivery.

PROGRESS REPORT 30 JUNE 2017

Across DPAC, staff are involved in developing whole-of-government policy and providing comprehensive and strategic policy advice to Government to ensure programs and services are targeted and achieve the best outcomes for the Tasmanian community. Within DPAC, the Agency Executive; White Ribbon working group; Values working group; and the PAC; all have representatives from both policy and service delivery areas.

DPAC has a key role in leading the Government's significant policy agenda, including across social, economic and environmental policy areas.

To ensure delivery of the Government's reform agenda, DPAC also coordinates implementation of actions and commitments identified in Deliverables 2017.

DPAC supported the governance structure for the implementation of Safe Homes, Safe Families during 2016-17. Safe Homes, Safe Families focuses on changing the attitudes and behaviours that lead to family violence, supporting families affected by violence and strengthening legal responses to family violence to hold perpetrators to account for their violent actions. The Department continued to work with a range of family violence stakeholders and the community to implement and strengthen the Family Violence Action Plan.

The Policy Division developed a training course titled 'Getting to and through Cabinet'. The course is designed to increase high quality advice to Cabinet by providing agencies with an understanding of Cabinet processes, and how to provide advice to meet Cabinet needs and support its important decision making function. We worked with TTC to run the program and incorporate it into the Graduate Development Program.



The Policy Division continued to lead the whole-of-government transition to the full National Disability Insurance Scheme (NDIS) in collaboration with the Departments of Health and Human Services; Treasury and Finance; Education; State Growth; and Justice. The Division's officials represented the Tasmanian Government at various multilateral policy forums on key elements of NDIS design, and at monthly operational planning sessions with the National Disability Insurance Agency.

CPU worked closely with business units across the Agency to assist in delivering services, including providing event management assistance to the Policy Division for COAG's visit to Hobart in June 2017. We also continued to provide whole-of-government advice to assist in implementing the Tasmanian Government Communications Policy.

TCCO provided input into the development of revised coastal hazard maps incorporating updated sea level rise and planning allowances.

OSEM works seamlessly in both the policy and operational arenas to ensure delivery of products and services to internal and external stakeholders in a timely manner. Financial and other post-disaster assistance is delivered in cooperation with other agencies and information services are delivered through partnership with Service Tasmania and the Government Call Centre.

Organisational Priority 5

– Simplifying systems and processes

Aim: Simplify our systems and processes and improve services by 2018.

We will simplify systems and processes by:

- streamlining our processes and putting our effort into delivering results;
- doing fewer operational tasks and buying in services when it is more efficient to do so; and
- ensuring our processes have quick turnaround times to meet business needs.

We will know we have achieved this when there is a tangible reduction in the number of steps taken to undertake DPAC business.

PROGRESS REPORT 30 JUNE 2017

In recent years, the Tasmanian Government has conducted a number of reviews and implemented strategies to improve the way Government as a whole manages and delivers its information communication and technology (ICT) resources. In March 2017, DPAC commenced a review of the way TMD manages and delivers ICT services to government and State Service agencies.

Extensive consultation was undertaken with key Agency stakeholders, TMD staff and DPAC senior management to understand the critical issues. TMD released a discussion paper in June 2016, which included the outputs from the consultation, coupled with research on past practice and contemporary best practice. The discussion paper outlined the current situation in TMD and identified priority actions to pursue opportunities for improvement in the areas of governance; role and purpose; service scope and delivery; the funding model; and workforce adaptability. Work is planned for 2017-18 to implement improvements and deliver benefits to Government.

Communities, Sport and Recreation administered grants programs during the year that responded to community needs and Government priorities. They included funding for Centenary of ANZAC activities, multicultural communities, men's sheds, sport and recreation, LGBTI programs and flood recovery. Following regular reviews of grant programs and processes, improvements continued to be made to comply with Treasurer's Instructions, audit requirements and best practice.

The Properties and Procurement Branch introduced a number of initiatives to simplify processes and improve business needs. These included:

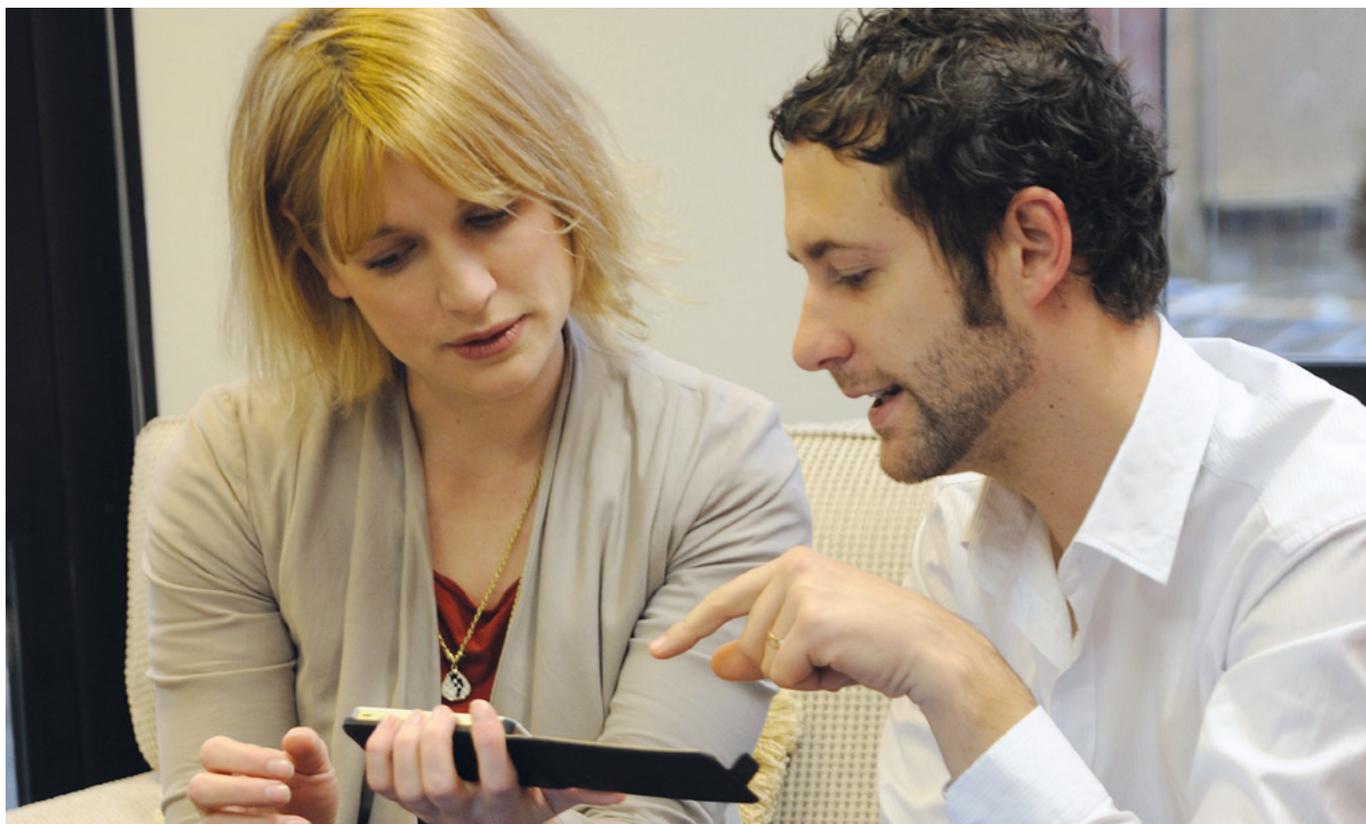
- establishing a new Whole-of-Agency Office Requisites Contract for the supply of common use stationery items;



- consolidating a number of G-plated motor vehicles into a centrally-managed arrangement to deliver efficiencies and savings;
- developing and implementing a Departmental Car Parking Policy;
- developing a Guideline for the management and use of Government fuel cards; and
- implementing a Testing and Tagging Program across the State.

Service Tasmania continued to streamline practises and integrate specialised technologies that support our commitment to a consistently excellent experience for customers, and efficient service delivery in-person, over the phone and online. Initiatives included:

- redevelopment and upgrade of our online central knowledge repository;
- centralising the Service Delivery Support virtual team using software to deliver efficiencies; and
- undertaking and contributing to projects which align Service Tasmania's Contact Centre and phone infrastructure to whole-of-government contracts.



An electronic database for tracking SES offices and officers was developed in 2016-17, enhancing the capability of the State Service Management Office to manage and report on historical and current records. This improves reporting and enables responses to requests for SES information from the Head of the State Service, and/or the Premier's Office in a more timely and efficient manner.

Significant work was undertaken in establishing an online Learning Management System (LMS) for DPAC in 2016-17. The LMS launches in 2017 and will provide the Department with the ability to strategically direct training resources and provide employees with access to a variety of training options.

OeG worked with the Department of Treasury and Finance and all agencies to establish the ICT Professional Services Panel. The Panel will simplify the procurement process for ICT professional services, providing benefits to Government and the local ICT industry. The process to establish the Panel will be completed early in the 2017-18 financial year.

In July 2016, OeG organised the #OKtoShare SES forum to promote the sharing of administrative data between government agencies. This included simplifying the approval processes to share information across agencies.

In order to manage the 12,000 incidents and services requests received each year by the ITS Helpdesk, we undertook a process to define our services through a Service Catalogue and implement systems that reflect current industry best practices. The ITS Helpdesk system was upgraded, giving us the ability to effectively report on issues, identify areas of the

service to improve and to introduce change in a controlled way. We have also taken the opportunity to increase the level of staff awareness about cyber security, particularly in relation to malware and spam email campaigns.

The new DPAC intranet site, ipac, went live in September 2016 combining news and information, social interactions and document searching in one place. To date, there have been over 200 ipac stories that promote staff awareness and interaction on a wide range of topics. ITS has demonstrated the site to a number of other agencies to assist in the development of their own intranet sites. The site functionality was also compared favourably to other government intranet sites that were developed using external vendors with a significantly larger budget.

A key requirement for a modern workplace is mobile technology. During the 2016-17 financial year the entire Department's computer fleet was upgraded to Windows 10. This enables our computers to integrate with the upcoming Mobile Device Management suite as well as preparing for future cloud applications such as Office 365. The Windows 10 project took place during January to April 2017 with project support from the Business Improvement Unit (BIU). The process ran smoothly with little interruption to normal business operations.

OSEM seeks efficiencies in systems and processes through greater planning and understanding from lessons learnt by reviewing each event. OSEM is currently undertaking a comprehensive review of recovery arrangements to simplify and clarify the arrangements.



Our Performance Measures

In the budget chapter related to the Department in the 2016-17 Budget Papers, we detail performance information by each output. Included in that performance information are not only measures of efficiency, effectiveness and economy but also of activity.

New performance measures were derived for each Output during 2016-17. The new performance measures were published for the first time in the Budget Papers for 2017-18.

The performance measures for Outputs are grouped below by responsible Minister and, to assist the reader, each performance measure has been classified as a measure of efficiency, effectiveness, economy or activity.

The following abbreviations are used in the table for Measure Type:

- Eff = efficiency
- Eco = economy
- Ess = effectiveness
- Act = activity
- Nm = Not measured.

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2014-15	Actual 2015-16	Actual 2016-17
Premier						
Output 1.1 – Strategic Policy and Advice						
Selected policy outputs that meet agreed quality standards – Policy	%	Ess	90	87	96	88
Key client satisfaction with the delivery of policy services – Policy	%	Ess	90	86	Nm	86
Cabinet Advisories are submitted on time to the Cabinet Office	%	Eff	90	95	92	91
Output 2.1 – Management of Executive Government processes						
Cabinet meetings supported	Number	Act	46	45	46	47
Executive Council meetings supported	Number	Act	23	26	23	26
Official visits to Tasmania managed	Number	Act	13	20	17	10
Official functions organised	Number	Act	8	6	8	9
Output 2.2 – Principal and subordinate legislation						
Visits to EnAct (Tasmanian legislation website) ¹	Number (million)	Act	> 20	> 22	> 30	54
Output 2.3 – Tasmanian Government Courier						
Change in cost of service of courier service	%	Eco	< GOE	15.9	(3.1)	(22.9)
Number of daily deliveries/collections	Number	Act	358	358	358	358
Timeliness of mail received within Tasmania at intended destination within 24 hours	%	Eff	95	95	96	96
Output 3.2 – Management and ongoing development of Service Tasmania						
Number of services provided over the counter by Service Tasmania	Number	Act	615	614	615	622
Number of bill payment services provided over the phone by Service Tasmania	Number	Act	38	38	38	38
Number of bill payment services provided over the internet by Service Tasmania	Number	Act	38	38	38	38
Percentage of calls from the public answered by the Integrated Government Contact Centre within 20 seconds ²	%	Eff	80	69	24	23
Number of calls answered by the Integrated Government Contact Centre ³	Number (thousands)	Act	410	215	278	293
Percentage of customers satisfied or very satisfied with their most recent contact with Service Tasmania	%	Ess	92	94	89	91
Customer satisfaction – transactions through Service Tasmania shops resulting in a formal complaint ⁴	%	Ess	.003	.003	.002	.007
Output 4.1 State Service employment and management						
Workforce reform projects	Number	Act	4	2	2	4
Workforce management and relations projects	Number	Act	5	1	6	2
Workforce development projects	Number	Act	4	2	4	5
The Training Consortium (TTC) events	Number	Act	100	245	131	100
Participants in TTC programs	Number	Act	2,000	2,118	1,888	1,849
Participants in ANZSOG leadership programs	Number	Act	30	20	30	42
Proportion successfully completing external leadership programs	%	Act	90	97	90	Nm
Finalised wage agreements in force	Number	Act	10	16	5	17
Output 5.1 Security and Emergency Management						
Selected policy outputs that meet agreed quality standards – OSEM	%	Ess	90	81	93	Nm
Key client satisfaction with the delivery of policy services – OSEM	%	Ess	90	85	Nm	87
Output 6.1 Community Development – Policy advice and ongoing community development and Output 6.3 Veterans' Affairs						
Selected policy outputs that meet agreed quality standards – CSR	%	Ess	90	84	91	94
Key client satisfaction with the delivery of policy services – CSR	%	Ess	92	100	Nm	91
New Seniors Cards issued	Number	Act	7,500	7,332	6,990	7,379
New Companion Cards issued	Number	Act	220	237	207	290
New Seniors Card program business partners ⁵	Number	Act	45	48	39	91
New business, venues and events affiliated with Companion Card program	Number	Act	5	3	4	7
Percentage of applicants satisfied with public grants program administration	%	Ess	95	95	98	97

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2014-15	Actual 2015-16	Actual 2016-17
Minister for Aboriginal Affairs						
Output 6.2 – Office of Aboriginal Affairs						
Aboriginal people issued licences to practise cultural activities including hunting, fishing and gathering cultural activities	Number	Act	95	99	101	115
Aboriginal identified position in the State Service that are filled by Aboriginal people or Torres Strait Islanders	Number	Act	50	49	55	67
Minister for Sport and Recreation						
Output 6.4 – Sport and Recreation						
Performance of Tasmanian athletes at benchmark international sporting events	Number	Act	17	18	18	22
Minister for Women						
Output 6.5 – Women's Policy						
Representation of women on Government boards and committees	%	Act	40	34	39	40
Minister for Environment and Parks						
Output 1.2 – Climate Change						
Selected policy outputs that meet agreed quality standards – Climate Change	%	Ess	90	90	98	Nm
Key client satisfaction with the delivery of policy services – Climate Change	%	Ess	90	96	Nm	95
Strategic policy initiatives completed on time	%	Eff	95	95	100	95
Minister for Information Technology and Innovation						
Output 3.1 – Information and Communications Technology (ICT) policy development and implementation						
Unique visits to eGovernment websites ⁶	Number (thousand)	Act	40	38.0	73.8	81.1
Selected policy outputs that meet agreed quality standards – OeG	%	Ess	90	82	97	Nm
Key client satisfaction with the delivery of policy services – OeG	%	Ess	90	91	Nm	78
Output 3.3 – Delivery of IT Services						
Number of fixed telephone services	Number (thousands)	Act	24	24.2	22.4	18
Number of mobile telephone and data services	Number (thousands)	Act	11	11.5	13.0	12.5
Number of broadband connection services	Number	Act	1,000	1,032	1,010	940
Number of remote access connection services	Number	Act	6,100	5,695	6,056	6,307
Number of wi-fi access points	Number	Act	3,700	3,092	3,490	4,018
Number of Government email boxes	Number (thousands)	Act	39	37.7	39.7	42
Number of Government business reports produced	Number (thousands)	Act	480	4	457.9	480
Number of Government payment summaries produced	Number (thousands)	Act	41	41.3	38.0	38.5
Total customer calls resolved within agreed service level agreements – TMD	%	Eff	92	95	94	89.4
Number of customers using TMD Finance One hosting services	Number	Act	4	4	4	4
Minister for Planning and Local Government						
Output 7.1 – Local Government						
Formal face-to-face visits with councils to discuss current issues ⁷	Number	Act	40	38	39	Nm
Selected policy outputs that meet agreed quality standards – LGD	%	Ess	90	81	96	Nm
Key client satisfaction with the delivery of policy services – LGD	%	Ess	90	89	Nm	87

Explanations of Significant variations to Target

1. The additional web traffic was unexpected and targets will be adjusted accordingly into the future.
2. The introduction of new services to the Contact Centre has increased both the volume of calls, the complexity of enquiries and the number of calls being resolved at first point of answer. The previous measure was based on a call switching arrangement and the measure needs to be reviewed to ensure that it reflects the services that are now being delivered.
3. The initial targets for the 2016-17 financial year were determined as part of the contact centre project. As part of the implementation of the project it was necessary to recalibrate the service and the growth in call volume has not been realised as originally anticipated. This is reflected in the 2017-18 target.
4. In July 2016 a new process of centrally handling complaints was introduced (including all received complaints in writing, in person, via form, over the phone, Internet or via Google review). This has resulted in a more comprehensive system of capturing all complaints made, including those which may have been dealt with at a local level and not recorded.
5. The number of new businesses registering with the Seniors Card program reflects the willingness of businesses to join the program.
6. This activity measure does not have an easily defined target and has been removed from 2017-18 onward.
7. Regular visits and forums with councils were held, however a formal count was not recorded.





Our People and Policies

Investment in our people is critical and requires a strong strategic focus on people management and development. We are committed to the management of our key human resources through:

- developing workforce planning processes and actions to support sound workforce management practices;
- creating a safe, supportive and inclusive work environment where employees are engaged, committed and accountable;
- supporting processes and practices which recognise and reward excellence, team work, customer service and professionalism;
- enhancing leadership and people management capability; and
- ensuring our policies and practices provide transparency, honesty and fairness in the management of our people.

STRATEGIC PLAN

Our focus for 2016-17 has been on embedding cultural change elements integral to the White Ribbon Accreditation Program, implementing a new Induction Process, and introducing a new Performance Management and Development process. Work has also commenced on the delivery of a Learning Management System to support capability development, and several key policies were updated or implemented, including the Social Media Policy and Acceptable Use of ICT Policy.

Strategic projects focusing on workplace diversity and inclusion, flexible workplaces, and development of a capability framework, have also been initiated.

Our focus for 2017-18 will be on developing a People Plan and strengthening workforce planning processes. Focus will also be given to an end-to-end review of recruitment, continuing our commitment to our White Ribbon accreditation, implementing the Learning Management System and enhancing workforce planning and capability development.

STAFFING INFORMATION

As at 30 June 2017, DPAC employed 537 employees (468.95 full-time equivalent (FTE)) and 141 appointees (128.63 FTEs) in Ministerial and Parliamentary Support offices. This includes Tasmanian State Servants (TSS) and non-Tasmanian State Servants (non-TSS) and excludes casual employees and employees on unpaid leave. The figures are presented below in two groups: DPAC; and Ministerial and Parliamentary Support offices.

Headcount and FTE – DPAC Staff

Divisions	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
Communities, Sport and Recreation	53	26	79	48.22	25.37	73.59
Corporate and Culture	51	40	91	44.83	38.70	83.53
Government Courier Services	0	7	7	0.00	7.00	7.00
Local Government Division	7	5	12	5.80	5.00	10.80
Office of eGovernment	1	4	5	1.00	4.00	5.00
Office of Parliamentary Counsel	8	4	12	7.22	3.54	10.76
Office of Security and Emergency Management	1	5	6	1.00	5.00	6.00
Office of the Secretary	7	5	12	6.25	4.80	11.05
Policy Division	16	6	22	14.13	6.00	20.13
Service Tasmania	148	32	180	105.04	31.20	136.24
State Service Management Office	15	10	25	13.69	9.91	23.60
Tasmanian Climate Change Office	5	1	6	4.60	0.90	5.50
TMD	38	42	80	34.53	41.22	75.75
Total	350	187	537	286.31	182.64	468.95

FTE Change

Total FTEs have increased from 454.07 FTEs in 2016 to 468.95 in 2017 mainly due to additional staff in Service Tasmania (7.20 FTEs) and replacement staff in the Policy Division (5.63 FTEs).

Casual Employment

The Department also employs 32 casuals to fulfil the duties of Government Courier (8) and House Assistant, Silverdome (22) and Client Service Officer, Service Tasmania (2).



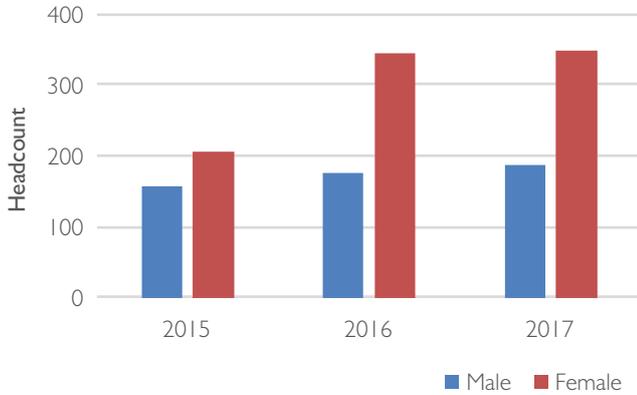
EMPLOYEE STATISTICS – DPAC

Headcount by Gender, Full-Time/Part-Time, Employment Status, Age and Classification

DPAC employees by gender as at 30 June

The majority of DPAC employees are female (65 per cent) with numbers remaining stable over the past two years.

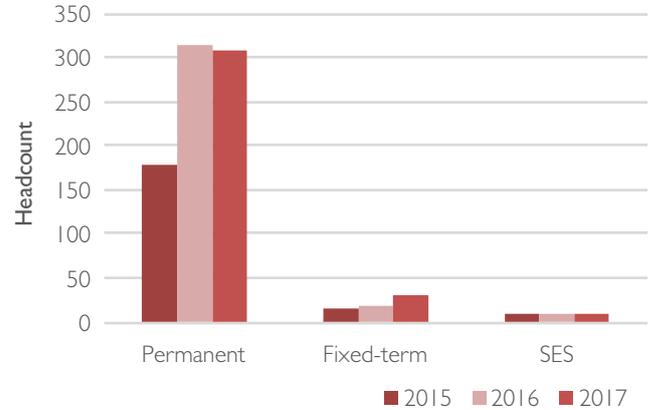
DPAC employees by gender



DPAC employees by gender and employment status as at 30 June

The majority (84 per cent) of DPAC employees are permanent. Numbers have remained stable over the past two years.

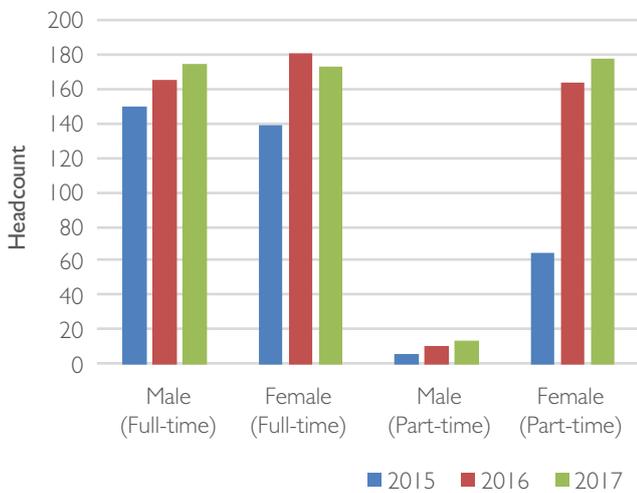
DPAC employees by employment status – female



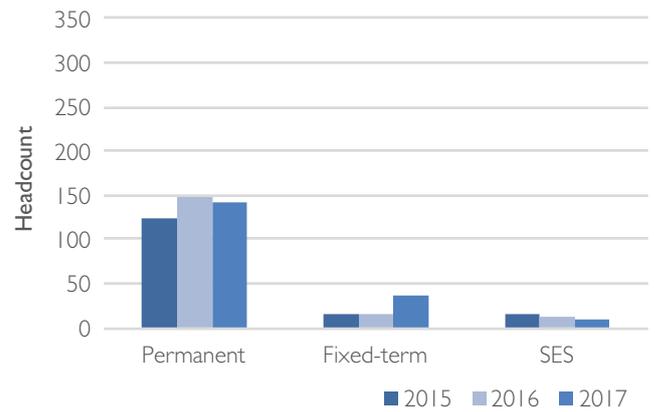
DPAC employees by gender and full-time/part-time employment as at 30 June

Part-time employment is slowly increasing, with a third of the DPAC workforce employed on a part-time basis. A majority (93 per cent) of these employees are women.

DPAC employees by gender and full-time/part-time employment



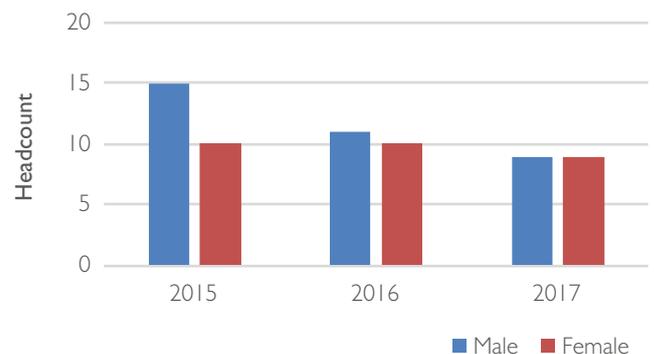
DPAC employees by employment status – male



Senior Executive by gender

The State Service has a commitment to achieve 50/50 gender diversity in the Senior Executive, with at least 40 per cent female by 2020. As at 30 June 2017, the gender profile for Department of Premier and Cabinet is 50/50.

Senior Executive by gender



Senior Executive by band

Senior Executive data includes the Head of Agency, Chief Parliamentary Counsel and Equivalent Specialists.

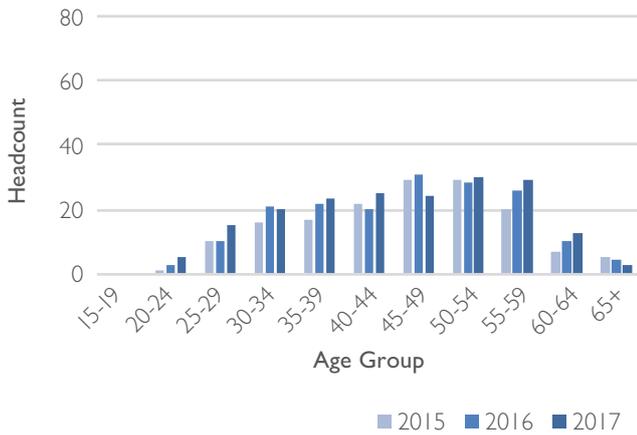
Band	2015		2016		2017	
	M	F	M	F	M	F
SES 1	6	5	5	3	2	3
SES 2	3	3	1	4	3	3
SES 3	2	1	2	1	1	1
SES 4 and above	4	1	3	2	3	2
TOTAL	15	10	11	10	9	9

DPAC employees by gender and age

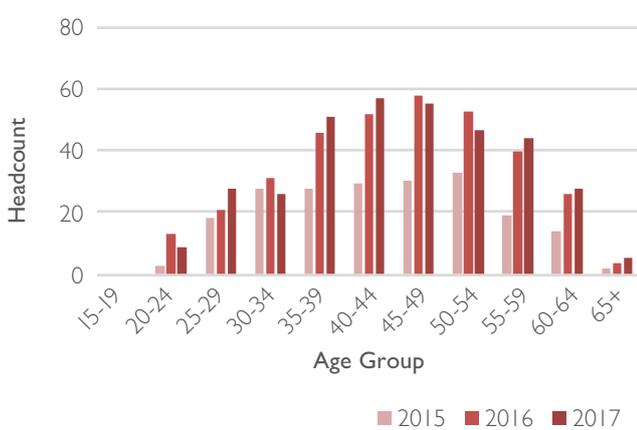
The age profile of male employees is flatter than the age profile for women, with a more even number of employees across the different age groups, although the average age for both men and women within DPAC is 45.

Youth employment (employees under 30 years) has increased from 9.06 per cent in 2016 to 10.61 per cent as at 30 June 2017.

DPAC employees by age – male



DPAC employees by age – female

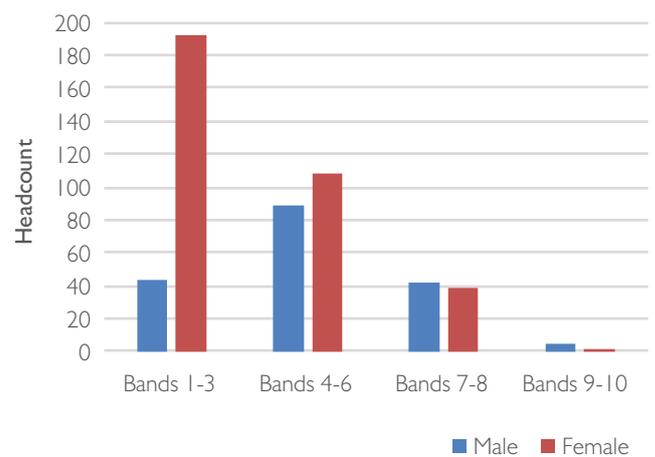


DPAC employees by gender and classification as at 30 June 2017

The majority of women within the Department are undertaking roles classified at Band 1 to 3. Sixty three per cent of these employees are Band 3 'Client Service Officers' within Service Tasmania.

Due to the large number of women employed in these Band 3 roles, the average (full-time) salary for women is \$79,190, compared to \$92,812 for men.

DPAC employees by gender and classification



DPAC staff movements

Staff Movements 2016-17	Male	Female	Total
Appointments			
Permanent	11	20	31
Fixed-term	33	33	66
SES	3	0	3
Total Appointments	47	53	100
Status Changes			
Promotions without advertising	0	0	0
Number of conversions from Fixed-term to Permanent	0	0	0
Total Status Changes	0	0	0
Transfers/Secondments			
Fixed-term transfers to DPAC as at 30 June	7	1	8
Fixed-term transfers/secondment out of DPAC as at 30 June	12	12	24
Total Transfers/Secondments	19	13	32
Terminations			
Resignations	13	16	29
Resignations (WRIPs)	0	1	1
Retirements (including ill health retirements)	1	3	4
Contract expiries	3	5	8
Transfers/promotions to other agencies	8	13	21
Voluntary redundancies (TNVRs)	0	2	2
Termination of SES contracts	4	0	4
Abandonments of employment	0	0	0
Total Terminations	29	40	69

Targeted and Negotiated Voluntary Redundancies (TNVR), Workforce Renewal Incentive Program (WRIP) and SES terminations

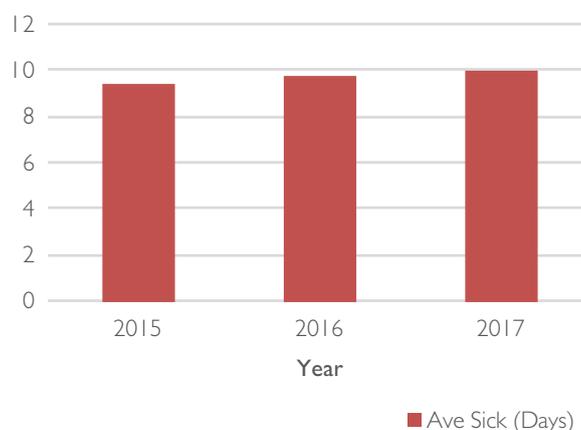
DPAC has paid two TNVRs, one WRIP and ceased four SES Contracts within 2016-17.

Leave Management

DPAC average sick leave (excluding carers' leave) by year

The average amount of sick leave taken per employee has risen slightly in the last year from 9.77 to 10.05 days.

DPAC average sick leave (excluding carers' leave) by year



DPAC leave liability as at 30 June 2017

Recreation and Long Service Leave (LSL) as at 30 June	2015	2016	2017
Average number of days recreation leave per employee	16.6	15.2	15.1
Employees with >40 days recreation leave	20	21	17
Average number of days LSL per employee with a minimum of 10 years' service	53.6	50.0	48.4
Employees with >100 days LSL	1	0	0

EMPLOYEE STATISTICS – MINISTERIAL AND PARLIAMENTARY SUPPORT (M&PS)

Headcount and FTE – M&PS staff

Offices	Headcount			FTE		
	Female	Male	Total	Female	Male	Total
Government Ministerial and Electorate Offices	59	42	101	54.73	39.18	93.91
Labour Opposition Office and Electorate Offices	2	4	6	1.50	3.00	4.50
Tasmanian Greens Electorate Offices	11	9	20	8.60	7.62	16.22
Ministerial Drivers (TSS Employees)	0	10	10	0.00	10.00	10.00
Other Government Offices	4	0	4	4.00	0.00	4.00
Total	76	65	141	68.83	59.80	128.63

Casual employment

Ministerial and Parliamentary Support employs six casual Ministerial Drivers.

Headcounts by Gender, Full-Time/Part-Time Employment, Salary Range and Age

M&PS employees by headcount and FTE as at 30 June

M&PS employees by headcount and FTE



M&PS employees by gender as at 30 June

The gender profile is relatively balanced in M&PS, with slightly more women (53 per cent) than men (46 per cent).

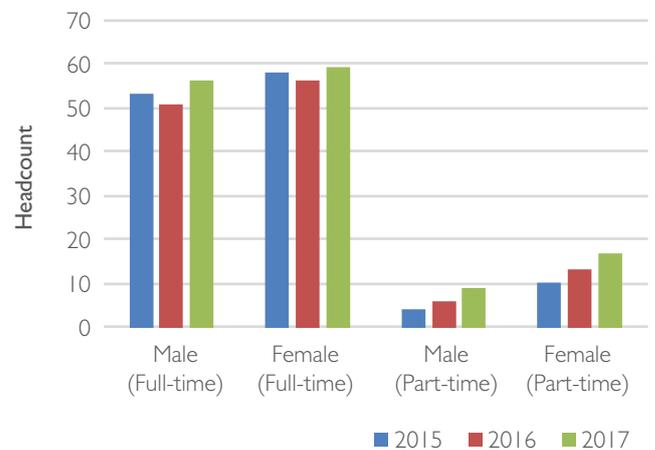
M&PS employees by gender



M&PS employees by gender and full-time/part-time employment as at 30 June

Part-time employment is slowly increasing in M&PS, however only represents 18 per cent of the workforce.

M&PS employees by gender and full-time/part-time employment

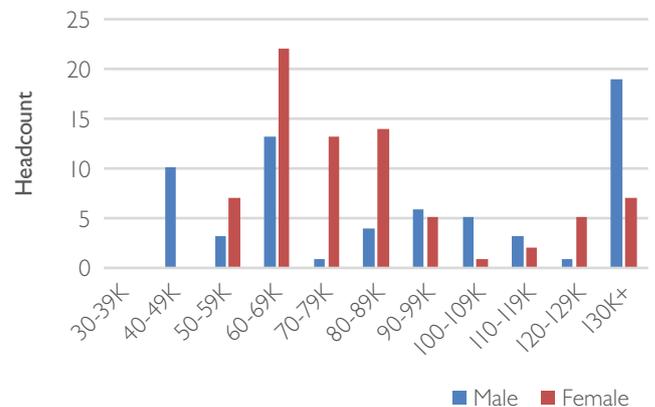


M&PS employees by gender and salary range as at 30 June 2017

The average salary for men is \$107,053 and the average salary for women is \$87,875. Salary excludes Ministerial Driver allowances and any other allowances.

M&PS salaries are presented by salary grouping as M&PS bands are not equivalent to Tasmanian State Service (TSS) bands.

M&PS employees by gender and salary range

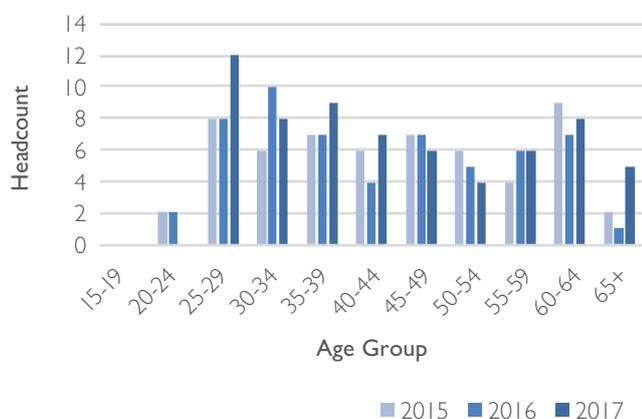


M&PS employee profile by gender and age as at 30 June

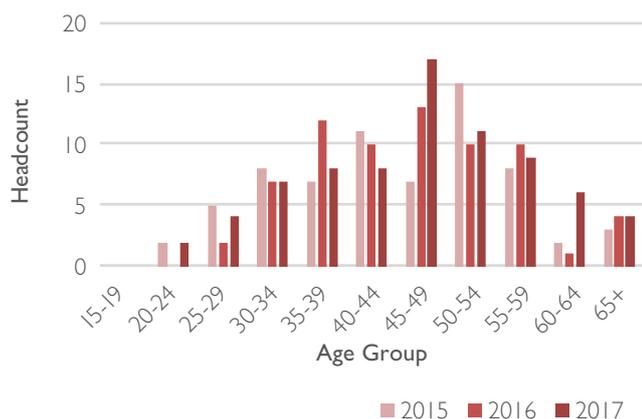
The age profile of males in M&PS is relatively flat, with a higher number of younger male employees, in comparison to the age profile of women. The average age for men is 44 and women is 46.

Youth employment (employees under 30 years) is higher in M&PS than in the Department at 13 per cent in 2017.

M&PS employees by age – male



M&PS employees by age – female



MPS staff movements

Staff movements 2016-17	Male	Female	Total
Number of employees on secondment to M&PS as at 30 June	12	12	24
Appointments			
Number of new crown prerogative appointments	13	27	40
Number of new secondments	6	3	9
Total Appointments	19	30	49
Terminations			
Number of resignations	10	18	28
Number of retirements	0	0	0
Number of contract expiries	0	6	6
Number of terminations (redundancy)	0	0	0
Number of terminations (non-redundancy)	1	4	5
Total Terminations	11	28	39

Leave Management

M&PS average sick leave (excluding carers' leave) by year

The average amount of sick leave taken has increased slightly in the last year from 2.76 days to 3.22 days.

M&PS average sick leave (excluding carers' leave) by year



M&PS leave liability

Recreation and Long Service Leave (LSL) as at 30 June	2015	2016	2017
Average number of days recreation leave per employee	16.9	19.6	20.2
Employees with > 40 days recreation leave	6	13	15
Average number of days LSL per employee with a minimum of 10 years' service	51.06	49.42	54.2
Employees with >100 days LSL	0	0	0

HUMAN RESOURCES ACTIVITIES

Recruitment policies and programs

DPAC is committed to providing a flexible environment and provides employees with a number of options to balance their work/life commitments.

Recruitment practices across the Department are conducted in accordance with the *State Service Act 2000*, including State Service Employment Directions. We manage vacancies within the parameters of Managing Positions in the State Service.

In 2016-17, the Department took advantage of the capability of the new Recruitment system, PageUp, to improve position time-to-fill, and also to introduce exit and entry surveys. Data from these surveys is used to inform business improvement activities driven by the Human Resources Branch.

The Department continues its commitment to flexibility and has implemented improvements to advertising roles, with the majority of roles advertised on a flexible basis.

The Department has also continued to be part of a State Service trial of the 'one page pitch' for SES vacancies. Advertisements for SES vacancies – online (www.jobs.tas.gov.au) and via any other media – focus on 'the opportunity', giving an overall summary of the job and its outcomes, and 'the ideal candidate' in terms of experience, skills and knowledge. This trial is now being evaluated.

Performance management

The Department of Premier and Cabinet is committed to making DPAC a challenging and supportive place to work, and one that develops and fosters its people. The Performance Management and Development (PMD) program provides a mechanism to assess employee performance, to identify the tasks that an employee needs to undertake over the coming year, to create plans to further develop their skills and potential, and also to reward performance.

During 2016-17, following feedback from employees, the Department implemented changes to the PMD program to place emphasis on encouraging managers and employees to talk regularly, recognising the value a discussion can have on relationships, wellbeing, team work, working collaboratively, and ultimately achieving our strategic priorities. This included implementing clear processes and responsibilities for all parties involved, simplifying the templates and streamlining processes around salary progression and advanced assessment points. The changes will be reviewed as part of our commitment to continuous improvement.

Workplace diversity

DPAC is committed to achieving an inclusive and diverse workforce, and values the unique experiences, knowledge, and skills that our employees bring to their work. DPAC employees are diverse in gender, languages, ethnicity, cultural background, age, sexual orientation, and religious beliefs. They also are diverse in their skills and qualifications, where they live and work, their life and work experiences, personality, abilities, family and caring responsibilities, and their experience of disability. This diversity helps DPAC deliver its organisational goals. DPAC appreciates the importance of a workplace culture that treats external clients and stakeholders with respect and courtesy, regardless of their attributes.

The Department, has begun a process of embedding the State Service Diversity and Inclusion Framework and Policy, released in May 2017, by commencing a consultation process during June 2017 to develop a DPAC Workforce Diversity and Inclusion Action Plan. DPAC, along with the rest of the State Service, continues to focus on gender diversity and at 30 June 2017, 50 per cent of our Senior Executives are women.

In 2017-18, our emphasis will be on developing an inclusive workplace, which will include reviews of our performance management and development process, end-to-end recruitment practices, and capability development initiatives for managers and staff to support and promote inclusive work practices.

Contemporary HR policies, procedures and practices

During 2016-17, Human Resources has focused on the development, review and evaluation of both current and new HR policies, procedures and practices. A new one-page Performance Management and Development template was implemented, along with a new Induction process.

There has been a sustained focus on communication and consultation with stakeholders to support business improvement initiatives, and a number of policies have been implemented or refreshed, including the Social Media Policy and Acceptable Use of IT Policy.

Grievance resolution

The DPAC Grievance Resolution Policy is designed to support employees in resolving workplace grievances in a prompt and professional manner. The Policy encourages employees to reach grievance resolution before a situation escalates, while maintaining positive workplace relationships. The DPAC Workplace Behaviour Policy clearly states that employees should behave in a respectful manner towards all colleagues, to provide a positive working environment, free from bullying, victimisation, sexual harassment and discrimination.

There were three formal grievances reported in the Department during 2016-17.

Work, health and safety strategies

The people who work for the Department of Premier and Cabinet are our greatest assets and we all have the right to work in an environment where our health, safety and wellbeing are paramount to everything that we do.

The DPAC Workplace Health and Safety Plan aims to continue to create a shared understanding of our responsibilities in identifying and undertaking actions that will improve our health, safety, wellbeing and injury management performance.

During 2017-18, the Department will review current workplace health and safety processes, including resourcing, and the Workplace Health and Safety Plan.

Performance measures

The following measures are indicators of the Department's success in actively providing a safe and healthy work environment:

DPAC

Measure	2014-15	2015-16	2016-17
Number of incidents reported	34	55	69
Number of workers' compensation claims	5	3	3
Number of First Aid Officers	24	29	31
Number of employees participating in flu vaccine program	207	226	204

M&PS

Measure	2014-15	2015-16	2016-17
Number of incidents reported	10	2	6
Number of workers' compensation claims	0	0	0
Number of First Aid Officers	2	2	3
Number of employees participating in flu vaccine program	27	28	31





WHITE RIBBON PROGRAM

On 13 August 2015 the Government released *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020*. Action Five of Safe Homes, Safe Families was to roll out the White Ribbon Workplace Accreditation Program (the Program) across all Tasmanian Government agencies, to be led by the Department of Premier and Cabinet (DPAC).

In November 2016, DPAC proudly achieved White Ribbon Workplace Accreditation, along with the Departments of Treasury and Finance, and Police, Fire and Emergency Management. White Ribbon Workplaces are centres of respect and proactivity in relation to the safety of women in the workplace.

DPAC continues to lead the White Ribbon Interagency Steering Committee which was established during the accreditation process, and the White Ribbon Interagency Working Group, to progress the implementation of the White Ribbon Program across the State Service. The Interagency Working Group shares resources, training opportunities and collaborates on White Ribbon events and activities. Membership includes representatives from accredited agencies, and those agencies currently working through the accreditation process, and to date includes the:

- Department of Treasury and Finance;
- Department of Police, Fire and Emergency Management;
- Department of Primary Industries, Parks, Water and Environment;
- Department of Education; and
- Department of State Growth.

During 2016-17, DPAC managed a number of whole-of-government and community events to raise awareness about family violence. On Thursday 28 July 2016, the Premier and

the Commissioner of Police hosted White Ribbon Night, in partnership with New Town High School. Representatives from Tasmanian Government agencies, family and violence support services and many Tasmanian schools attended.

This was followed by the White Ribbon Walk on White Ribbon Day in November 2016, where the DPAC Secretary, the Commissioner of Police, and the Secretary of the Department of Treasury and Finance, were joined by over 1,000 members of the community to stand up to violence against women and children.

Internally, DPAC commenced implementing its three year DPAC White Ribbon Operational Plan, to continue our commitment to taking active steps to prevent and respond to violence against women. The Plan is being implemented by our internal White Ribbon Working Group, with key activities focusing on:

- building manager capability regarding how to recognise and respond to violence against women;
- embedding *Recognise, Respond, Refer* online training as part of the Department's induction processes;
- coordinating interagency and community events such as White Ribbon Night and White Ribbon Day to raise awareness and visibly demonstrate DPAC's commitment to White Ribbon; and
- strengthening workplace policies and practices, such as workplace behaviour policies and DPAC Values, to support respectful relationships between all employees.

In 2017-18 DPAC will continue to support agencies going through the White Ribbon accreditation process, and lead whole-of-government and community events to raise awareness about the importance of ending violence against women.

SUPERANNUATION CERTIFICATE

I, Greg Johannes, Secretary, Department of Premier and Cabinet, hereby certify that the Department of Premier and Cabinet has met its obligations under the Australian Government *Superannuation Guarantee (Administration) Act 1992* in respect of those employees of the Department who are members of the following complying superannuation schemes to which this Department contributes:

A&C Gilbertson Super	Denney Family Super	Norwich Union Life Australia
AGEST	Energy Super	One Path Integra Super
AMP Custom Super	First State Super	One Path MasterFund
AMP Flexible Life Super	First Super	OneAnswer Frontier Personal Super
AMP Flexible Super AMP Mobile Super	Flourishing Super Fund	PCD Super Fund
AMP Society	Ford Andrews Super Fund	Percaverarose Super Fund
AMP Super Savings Trust	FSP Super Fund	Perpetual Trustees Tasmania Ltd
AMP Superleader Plan	Generations Personal Super	Perpetual's Select Super
ANZ Australian Staff Super	Gordon Family Super Fund	Powerwrap Master Plan
ANZ Smart Choice Super	Greskie Superannuation Fund	Q Super
AON Master Trust – Viva	Guild Retirement Fund	Quadrant Super
Asgard Super Account	Hesta Super	Rainier Kroeze Superannuation
Australian Catholic Super	Host Plus Super	RBF Contributory Scheme
Australian Ethical Super	Hub24 Super Fund	RBF-TAS
AustralianSuper	ING Direct Super Fund	REI Super
AXA Australia	IOOF Employer Super	REST Personal
Bay Ridge Superannuation	IOOF Portfolio Service Super	REST Super
Blumia Super Fund	JM & NL Mason Super Fund	Retirement Savings Account
Braemar Super Fund	KA Bishop Super	S&L Wiggins Super
BT Super for Life Savings	Legal & General Life Australia Ltd	SLS Seachange Super Fund
BT Super Wrap	Legal Super	Sunsuper Super Fund
Care Super	LifeTrack Personal Super	Taber Family Super Fund
Catholic Super Fund	Macquarie Super	Tasplan Super
CBUS Super	Maritime Super	Telstra Super
CFM Retire Fund	Media Super	The Executive Super Fund
Chisolm-Clarke Super	Mercer Smartsuper Plan	TPF&C Nominees Spectrum
Colonial FSFC Personal	Mercer Super Trust	Tronson Superannuation Fund
Colonial FSFC Wholesale	MLC MasterKey Super	UniSuper
Colonial Portfolio Services Ltd	MLC Navigator Super	Vision Super
Comet Super Fund	Murrell Superannuation Fund	WA Super
Commonwealth Essential Super	MyNorth Super	Westpac Super
Commonwealth Personal Super	National Flexi Super Plus	Winwood Super Fund
Commonwealth Super Select	North Personal Super Fund	Zurich Australia Life

These are the only complying superannuation schemes (other than those established under the provisions of the *Public Sector Superannuation Reform Act 2016*) to which this Department makes employer superannuation contributions.



Greg Johannes
Secretary
Department of Premier and Cabinet

30 June 2017



Our Divisions

OFFICE OF THE SECRETARY

The Office of the Secretary provides overall strategic management of the Department and;

- ensures that comprehensive, timely and accurate services that support the machinery of Government are maintained;
- manages critical issues that are highly sensitive and may impact on the successful implementation of the Government's overall policy framework;
- provides executive support to the Secretary and Deputy Secretaries;
- manages critical issues related to the administration of Government;
- is primarily responsible for responding to Right to Information requests and appointments of Heads of Agencies;
- provides administrative support for Executive Government bodies such as Cabinet and the Executive Council; and
- acts as the primary link between the Department and the Office of the Premier.

POLICY DIVISION

The key role of the Policy Division is to assist the Government by providing impartial and high-quality advice to the Premier and Cabinet on matters of State and national significance.

The Policy Division leads work on issues of high importance to the Premier, especially issues that involve a number of Tasmanian Government agencies. It collaborates with all agencies to ensure that the Government receives considered, balanced and timely advice in areas such as economic, social and strategic policy; environment, resource and planning policy; law and justice; and intergovernmental relations.



TASMANIAN CLIMATE CHANGE OFFICE

The Tasmanian Climate Change Office (TCCO) coordinates the development and implementation of Government policy and initiatives to achieve Tasmania's legislated greenhouse gas emissions reduction target and to adapt to a changing climate.

The work of TCCO is guided by the *Climate Change (State Action) Act 2008* (the Act). The Act provides for the Climate Change (Greenhouse Gas Emissions) Regulations 2012 which set the 1990 baseline and the method for measuring Tasmania's greenhouse gas emissions. There is a legislated requirement for the Act to be reviewed every four years. The first review was completed in 2012 and the second review was completed in 2016.

OFFICE OF PARLIAMENTARY COUNSEL

The Office of Parliamentary Counsel (OPC) provides a legislative drafting service for new legislation and amendments to existing legislation; advice on legislative matters; an up-to-date electronic database of Tasmanian legislation; and is responsible for ensuring the printing of Gazettes and legislation.

OFFICE OF eGOVERNMENT

The Office of eGovernment works with agencies to:

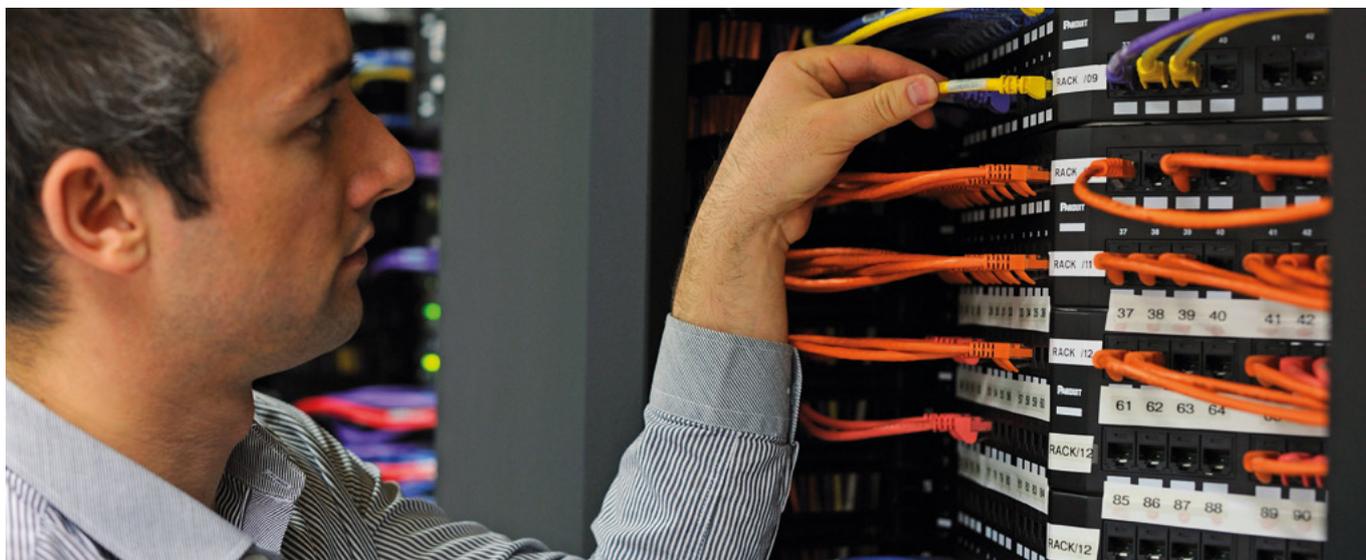
- provide policy advice, leadership, and capability building to improve the use of information and technology across Government;
- influence and assist agencies to collaborate and identify common opportunities in order to effectively utilise information and technology;
- support whole-of-government governance arrangements for information and technology (in particular the ICT Policy Board); and
- participate in cross-jurisdictional initiatives, and to monitor external developments in information and technology services and practices.

SERVICE TASMANIA

Service Tasmania's role is to deliver quality service to the Tasmanian community on behalf of Government agencies and partners.

Service Tasmania aims to provide the best possible customer service through its three service delivery channels: over the counter, through 27 service centres statewide; over the phone, through the Tasmanian Government Contact Centre; and online, through Service Tasmania Online.

Service Tasmania works closely with State Government agencies to identify new services, and to form partnerships with Australian and local government organisations and Government Business Enterprises (GBEs) to deliver services through Service Tasmania.



TMD

TMD works with vendors and suppliers to source and deliver information and communications technology and business service solutions for Government agencies. These services support day-to-day operations, are aligned with whole-of-government needs and delivered on a cost-recovery basis.

STATE SERVICE MANAGEMENT OFFICE

The key role of the State Service Management Office (SSMO) is to assist the Premier (as the employer) to balance the social, economic, cultural and political aims of Government through high-quality policy for State Service employment management and development.

To achieve this, the office comprises units that provide policy and services on:

- workforce management and relations: employment policy and programs; industrial relations; health, wellbeing and safety; and central vacancy management;
- workforce development: training, education and development delivered through The Training Consortium; development of management and leadership programs; and coordination of the TSS Scholarship Fund; and
- workforce reform: performance culture and governance arrangements.

OFFICE OF SECURITY AND EMERGENCY MANAGEMENT

The Office of Security and Emergency Management (OSEM) leads and coordinates whole-of-government policy initiatives that enable the Tasmanian Government to achieve its priorities in counter-terrorism and emergency management.

OSEM works closely with Tasmania's emergency services, other government and non-government organisations, industry groups and the community, managing projects and providing policy advice to Government about prevention, preparedness, response and recovery arrangements for natural hazards and security-related threats.

COMMUNITIES, SPORT AND RECREATION

Communities, Sport and Recreation (CSR) delivers a number of whole-of-government programs aimed at increasing opportunities for participation and social inclusion, as well as programs to address participation barriers for specific population groups.

CSR also delivers a wide range of grants to build community capacity to meet the community, sport and recreation needs of Tasmanians and uses its grants expertise to support achievement of Government health and wellbeing priorities.

A key role of CSR is to provide policy advice and lead whole-of-government policy initiatives to strengthen social and economic outcomes for population groups. The Division supports a number of peak bodies and advisory structures that act as a link between particular communities and Government, and ensure that Government policy takes into account the views of the Tasmanian community.

LOCAL GOVERNMENT DIVISION

The Local Government Division (LGD) contributes to the wellbeing of local communities through promoting a sustainable and vibrant local government sector and supporting strong collaborative relationships between the State Government and local government.

It does this by developing and maintaining a policy and legislative framework for matters relevant to local government, contributing to the effectiveness of the Premier's Local Government Council (PLGC), providing executive support to the Local Government Board and Boards of Inquiry, and ensuring regular contact between the State Government and local government at the local, regional and statewide level to explore opportunities and resolve issues.

CORPORATE AND CULTURE DIVISION

The Corporate and Culture Division comprises the following branches and units:

- Human Resources
- Financial Management Services
- Information Technology Services
- Properties and Procurement Branch
- Business Improvement Unit
- Communications and Protocol Unit
- Portfolio Services
- Governance Support
- Silverdome.

HUMAN RESOURCES

The Human Resources team provides a comprehensive HR management and advisory service to the Department as well as Ministerial and Parliamentary Support. We are responsible for payroll; HR policies and guidelines; occupational health and safety; and provision of advice on all human resource issues.



FINANCIAL MANAGEMENT SERVICES

Financial Management Services provides finance and budget services to the Department and Ministerial and Parliamentary Support.

These services include strategic management; financial and budget advice; processing of creditor payments and debtor receipts; and managing the corporate financial systems.

INFORMATION TECHNOLOGY SERVICES (ITS)

The Information and Technology Services Branch provides information management and technology services to DPAC, including TMD and Ministerial Support Offices.

PROPERTIES AND PROCUREMENT

The Properties and Procurement Branch (PPB) provides a diverse range of professional corporate support services that assist the Department and Ministerial and Parliamentary Support to achieve its strategic objectives. In addition to our core services, PPB is actively involved in the development of policy, procedures, support tools and advice for these activities. PPB also manages the Ministerial Transport Services, DPAC Vehicle Fleet and the Tasmanian Government Courier service.



BUSINESS IMPROVEMENT UNIT

The Business Improvement Unit (BIU) works in partnership with divisions to deliver systems and processes that improve the Department's ability to deliver high-quality services.

To achieve our role, BIU aims for continuous improvement by becoming a project management centre of excellence. Our focus is innovation and business improvement.

COMMUNICATIONS AND PROTOCOL UNIT

The Communications and Protocol Unit (CPU) provides specialist communications and protocol advice and services to a broad range of stakeholders, both internal to DPAC and across the Tasmanian Government, as well as the Tasmanian community, the diplomatic and consular corps, Australian Government and other national jurisdictions.

PORTFOLIO SERVICES

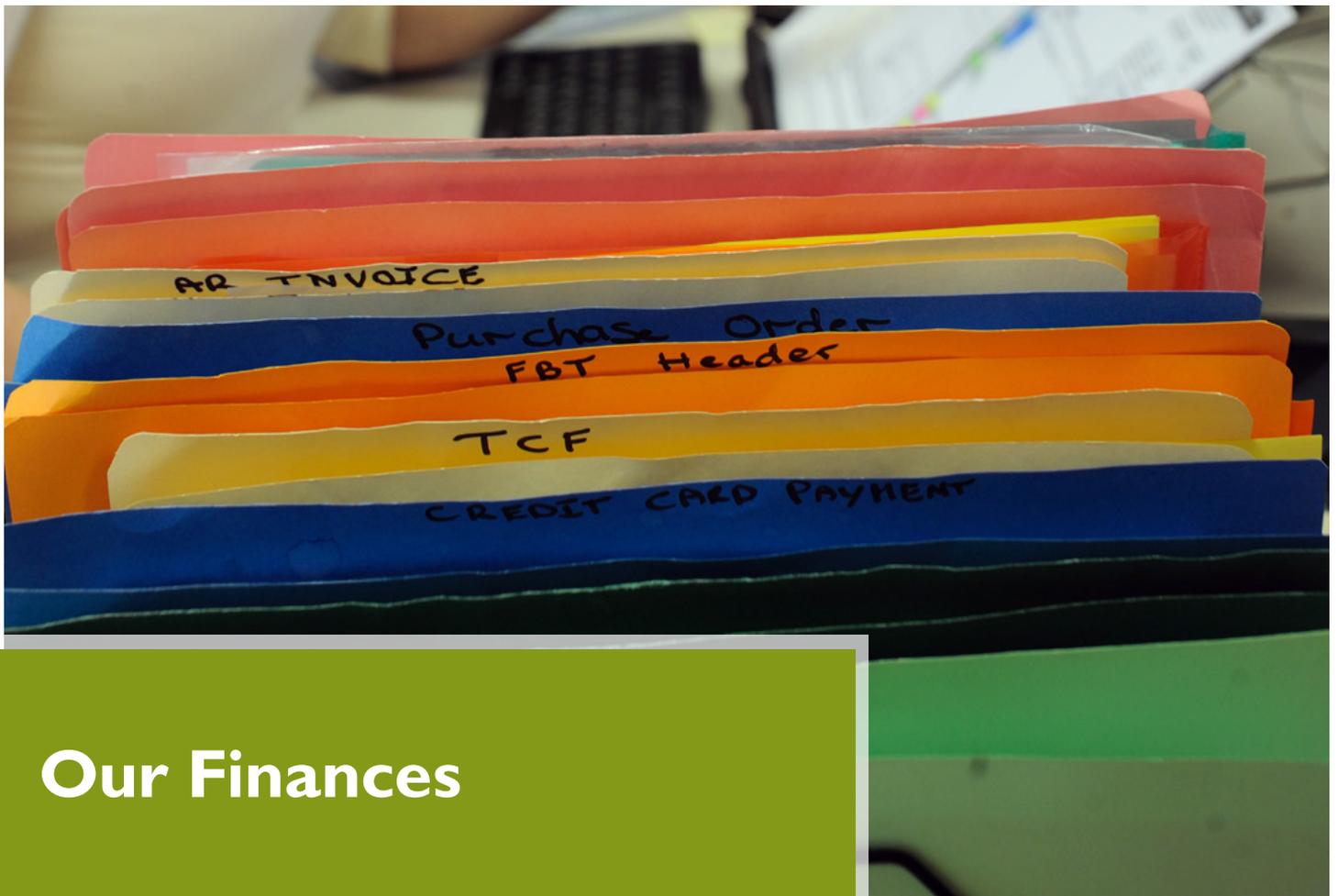
Portfolio Services manages and coordinates major Parliamentary processes for the Department. We also facilitate the effective flow of information and material to and from the Secretary and Deputy Secretaries and provide support to divisions and units with the preparation of information and material for the Secretary, Deputy Secretaries, the Premier, other Ministers supported by the Department, and the Parliamentary Secretary.

GOVERNANCE SUPPORT

Governance Support manages the Department's internal governance processes and procedures. These functions include strategic planning; risk management; legislative compliance; performance measurement and reporting; governance and policy framework; and statutory reporting.

SILVERDOME

The Silverdome is a multi-purpose facility that has an indoor cycling velodrome, located in Launceston. The Tasmanian Institute of Sport is located at the Silverdome. The Department is responsible for the operations of the facility and the surrounding grounds. The venue is available for public event hire and the facility is managed to minimise the financial support provided by the Government.



Our Finances

Our financial statements for 2016-17 were certified on 14 August 2017 and submitted to the Auditor-General on the same day. Following the audit undertaken by the Tasmanian Audit Office, our financial statements were signed on 27 September 2017.

On 28 September 2017 we received an unqualified audit opinion from the Tasmanian Audit Office and a management letter from Auditor-General Rob Whitehead indicating there were no management issues to address.

The full audited financial statements and the independent audit report are presented in Appendix A of the Addendum.

Statement of Certification

The accompanying Financial Statements of the Department of Premier and Cabinet are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990* to present fairly the financial transactions for the year ending 30 June 2017 and the financial position as at end of the year.

At the date of signing, I am not aware of any circumstances which would render the particulars included in the Financial Statements misleading or inaccurate.

Greg Johannes
Secretary

26 September 2017



Independent Auditor's Report

To the Members of Parliament

Department of Premier and Cabinet

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2017 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement by the Secretary of the Department.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Department's financial position as at 30 June 2017 and of its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Financial Management and Audit Act 1990* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

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INDEPENDENT AUDITOR'S REPORT

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in the Department's financial statements.

Responsibilities of the Secretary for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of Section 27 (1) of the *Financial Management and Audit Act 1990*. This responsibility includes such internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the Department's ability to continue as a going concern unless the Department's operations will cease as a result of an administrative restructure. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary.
- Conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am

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INDEPENDENT AUDITOR'S REPORT

required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Jara K Dean
Assistant Auditor-General Financial Audit
Delegate of the Auditor-General

Tasmanian Audit Office

28 September 2017
Hobart

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FINANCIAL PERFORMANCE

Key indicators of DPAC's financial performance in 2016-17 and position as at 30 June 2017 include:

- There is a deficit for the financial year of \$1.747 million (compared with a surplus of \$5.021 million in 2015-16, which was expected due to a revaluation of Land and Building Assets in 2015-16).
- Revenue was higher than expected by \$6.017 million due to increases in appropriation revenue (\$0.053 million); grant revenue (\$0.311 million); sale of goods and services (\$1.881 million); and other revenue (\$3.767 million).
- Expenditure was higher than expected by \$3.190 million due to: higher than expected employee benefits and superannuation (\$4.397 million); other transfer payments (\$10.271 million) due to Safe Homes Safe Families transfers to other agencies; offset by lower than expected grants expenditure (\$2.139 million); and supplies and consumables (\$9.886 million) due to Safe Homes Safe Families being paid as other transfer payments.
- There is a decrease of \$1.747 million in equity and net assets compared with the 2015-16 financial year, being the operating deficit for the year.
- From a day-to-day operations point of view, management of DPAC's net working capital is critical. Key components are cash and deposits, receivables, payables, revenue in advance and interest-bearing loans. The net worth of the working capital was \$12.069 million at 30 June 2017 compared to \$10.709 million at 30 June 2016 and estimated as \$5.2 million in the budget papers for 2016-17.
- Total assets decreased by \$1.712 million in 2016-17, of which \$0.7 million is the decrease in land and \$1.680 million in buildings, which is offset by increases in Intangibles – \$0.51 million and cash and receivables – \$0.294 million.
- Total liabilities stayed steady with a minor increase of \$0.034 million.

Revenue

The following table details the movements in controlled revenue for the past five years and DPAC's budget for 2016-17:

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Appropriation Revenue from Government						
Appropriation revenue – recurrent	65,675	68,389	92,469	82,597	85,111	85,058
Appropriation revenue – works & services	250	250	446	420	327	1,105
Appropriation Section 8A(2) C/Fwd	864	278	791	580	1,412	630
Total Appropriation Revenue	66,789	68,917	93,706	83,597	86,850	86,793
Grants	392	186	727	3,244	390	79
Sales of Goods and Services	31,166	32,828	31,630	34,332	34,931	33,050
Other revenue	5,844	3,309	8,076	3,902	5,500	1,733
TOTAL REVENUE	104,191	105,240	134,140	125,075	127,672	121,655

Our budget for appropriation revenue decreased as a result of a reduction in election commitments assigned to us compared to previous financial years.

The following table summarises the appropriation revenue – recurrent by Output Group:

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	19,074	21,930	18,502	19,174	20,241	19,574
Support for Executive Decision Making	11,818	10,786	7,707	8,108	11,620	14,571
Government Processes and Services	9,638	9,728	9,568	11,093	9,885	9,822
Electronic Services for Government Agencies and Community	12,083	12,445	12,890	14,085	13,624	13,624
State Service Management	2,922	2,650	2,508	3,058	3,146	3,099
Tasmanian Together Progress Board	903	-	-	-	-	-
Security and Emergency Management	-	-	512	737	1,883	724
Communities, Sport and Recreation	6,872	7,201	37,138	22,970	22,153	22,225
Local Government	2,365	3,649	3,644	3,372	2,560	2,049
TOTAL REVENUE	65,675	46,114	92,469	82,597	85,111	85,058

From 1 July 2014 the Department took over the responsibility for Sport and Recreation Tasmania (SRT). As a result SRT has been merged with Community Development to create the output group Communities, Sport and Recreation. Also, Security and Emergency Management has been removed from Development of Local Government to its own output group. The Tasmanian Together Progress Board no longer exists.

Our other major revenue stream is Sales of Goods and Services, of which 82 per cent is generated by TMD from different services provided. The following table provides details on the revenue generated:

	Actual				
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)
TMD					
TASINET charges	16,895	16,857	16,178	17,177	17,046
Computing services	4,016	5,078	5,184	5,158	5,174
Network Tasmania (NT) contract management	3,283	3,473	3,685	4,049	4,379
Human resources systems	1,529	1,581	1,747	1,768	1,722
Oracle licensing	648	636	691	706	456
Total TMD	26,371	27,625	27,485	28,858	28,777
Service Tasmania transaction fees and contributions	2,474	2,798	2,633	2,971	3,013
Training services – The Training Consortium	1,518	1,257	993	853	1,122
Legislation drafting – Office of the Parliamentary Counsel	407	78	-	-	-
Other	396	1,071	521	1,650	2,019
TOTAL	31,166	32,829	31,632	34,332	34,931

The majority of the revenue generated by TMD is the direct recovery from other agencies of their contribution towards the whole-of-government contract payments undertaken by TMD on their behalf. The revenue generated by TMD for human resource systems and Oracle licensing has remained constant over the past five years in line with contractual arrangements with the supplier and the clients. TMD provides services related to managing the human resource systems, including hosting human resource systems for some agencies, and managing the whole-of-government contract for Oracle software. The fees generated by TMD are for recovery of annual licence costs associated with the software and providing contract management, system management and payroll services.

During 2016-17 the revenue generated from the Network Tasmania contract management increased significantly for the second year in a row. Consolidation of email services as a whole-of-government service resulted in steady revenue for TMD on an ongoing basis with initial costs recovered in 2013-14.

The revenue generated from Service Tasmania is based on the number of over-the-counter transactions. The revenue generated in 2016-17 reflects an increase in the number of transactions.

The revenue generated by training services provided by The Training Consortium (TTC) has increased for the first time in five years as a result of realigned focus on specific training programs for agencies and resurgence in the popularity of the training run by the TTC.

The majority of the revenue for legislation drafting services by the Office of Parliamentary Counsel was generated from charging off-budget entities for drafting new legislation and amendments to existing legislation. The decrease in 2013-14 reflects a change in the charging policy of no longer charging for their services. As expected the revenue this year is nil.

Expenditure

The funds provided or generated by us are spent in three broad expenditure categories: employee costs; supplies and consumables; and grants.

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Employee benefits	41,902	44,018	49,885	54,619	57,943	53,742
Superannuation	4,430	4,596	5,266	6,054	6,519	6,323
Depreciation and amortisation	1,124	1,144	1,363	1,150	1,145	898
Supplies and consumables	38,551	35,119	34,139	38,539	37,965	47,851
Grants, subsidies, donations and contributions	5,985	8,962	33,725	14,588	13,234	15,373
Finance costs	13	13	2	8	46	-
Transfers to Service Tasmania lead agencies	11,458	11,536	12,042	-	-	-
Other transfer payments	1,433	2,181	2,090	8,349	10,271	-
Transfers to the Consolidated Fund	18	55	53	53	6	-
Other expenses	940	167	444	295	500	251
TOTAL EXPENDITURE	105,854	107,792	139,009	123,654	127,628	124,438

Compared to 2015-16 total expenses increased by \$3.974 million, being employee benefits and superannuation (\$3.789 million) and other transfer payments (\$1.922 million), which was offset by lower grants, subsidies, donations and contributions (\$1.354 million) and supplies and consumables (\$0.574 million). The Department no longer transfers funds to Service Tasmania lead agencies as the Service Tasmania Centres were transferred to DPAC on 1 July 2015.

Employee costs

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	13,144	14,386	14,149	13,969	15,309	12,402
Support for Executive Decision Making	5,023	5,130	5,289	3,321	3,614	3,561
Government Processes and Services	6,411	6,496	8,276	7,344	6,588	6,474
Electronic Services for Government Agencies and Community	9,043	10,002	9,341	17,974	19,104	19,834
State Service Management	2,347	2,189	2,456	2,547	2,855	2,049
Tasmanian Together Progress Board	363	-	-	-	-	-
Security and Emergency Management	-	-	410	707	754	550
Communities, Sport and Recreation	3,295	3,630	8,844	7,125	8,028	7,635
Local Government	2,276	2,193	1,117	1,633	1,690	1,237
TOTAL EMPLOYEE COSTS	41,902	44,026*	49,882	54,619	57,943	53,742

* Employee costs at an Output level in 2013-14 are overstated by \$654,000 due to an incorrect allocation between Employee costs and Supplies and Consumables.

Employee costs expenditure increased by \$3.324 million compared with 2015-16. The majority of the increase is a result of the restructure in Service Tasmania, increased staff employed in MPS and payments for TNVRs, WRIPS and SES termination payments within the Department and MPS.

From an Output perspective, employee expenditure increased for Ministerial and Parliamentary Support (\$1.340 million); Support for Executive Decision Making (\$0.293 million); Electronic Services for Government Agencies and the Community (\$1.130 million); State Service Management (\$0.308 million); Security and Emergency Management (\$0.047 million); Communities, Sport and Recreation (\$0.903 million); and Local Government (\$0.057 million); and was offset by a decrease in Government Processes and Services (\$0.756 million). The reasons for the material variances in the DPAC Output Groups are:

- an increase for Electronic Services for Government Agencies and the Community occurred due to the restructure in Service Tasmania; and
- an increase for Communities, Sport and Recreation and Support for Executive Decision Making occurred as a result of reallocation of corporate overhead to other divisions and the filling of vacancies that were previously vacant last year.

Employee costs across all outputs were affected by costs associated with TNVRs, WRIPs and SES termination/resignation payments.

Superannuation

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	1,236	1,195	1,297	1,329	1,496	1,165
Support for Executive Decision Making	595	626	630	389	431	448
Government Processes and Services	673	731	756	723	764	811
Electronic Services for Government Agencies and Community	954	1,055	1,000	2,104	2,212	2,341
State Service Management	267	257	305	317	308	300
Tasmanian Together Progress Board	49	-	-	-	-	-
Security and Emergency Management			50	89	96	72
Communities, Sport and Recreation	396	452	1,085	886	1,001	1,031
Local Government	260	280	144	216	211	155
TOTAL SUPERANNUATION	4,430	4,596	5,267	6,054	6,519	6,323

The variances between 2015-16 and 2016-17 are a result of the impacts on employee benefits that were detailed above.

Depreciation

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	59	59	0	18	18	-
Support for Executive Decision Making	94	77	23	24	43	54
Government Processes and Services	63	68	53	56	93	68
Electronic Services for Government Agencies and Community	860	898	773	542	297	306
State Service Management	14		6	5	7	15
Tasmanian Together Progress Board	10	-	-	-	-	-
Security and Emergency Management	-	-	0	3	3	-
Communities, Sport and Recreation	9	28	506	497	683	452
Local Government	15	14	2	4	2	3
TOTAL DEPRECIATION	1,124	1,144	1,363	1,150	1,145	898

There is a minor decrease of \$5,000 compared to 2015-16 and compared to budget. The increase for Communities, Sport and Recreation was due to the estimate for depreciation at the time of finalising the 2016-17 Budget Papers being lower than expected.

Supplies and consumables

	Actual					Budget	
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)	
Ministerial and Parliamentary Support	5,176	5,253	4,839	4,695	5,035	5,945	
Support for Executive Decision Making	2,861	1,990	1,510	1,035	1,115	9,145	
Government Processes and Services	2,601	3,650	4,201	4,693	4,262	3,552	
Electronic Services for Government Agencies and Community	20,815	20,521	18,797	22,439	21,218	23,076	
State Service Management	1,969	1,462	1,537	1,374	1,618	1,338	
Tasmanian Together Progress Board	337	-	-	-	-	-	
Security and Emergency Management			92	113	112	123	
Communities, Sport and Recreation	1,395	1,390	3,024	3,506	3,025	3,456	
Local Government	3,397	853	139	353	964	366	
CIP	-	-	-	331	616	850	
TOTAL SUPPLIES AND CONSUMABLES	38,551	35,119*	34,140	38,539	37,965	47,851	

* Supplies and Consumables at an Output level in 2013-14 are understated by \$652,000 due to a mis-allocation between Employee costs and Supplies and Consumables.

Expenditure on supplies and consumables decreased by \$0.574 million compared with 2015-16.

From an Output perspective, planned expenditure on supplies and consumables decreased for: Government Processes and Services (\$0.431 million); Electronic Services for Government Agencies and the Community (\$1.221 million); Communities, Sport and Recreation (\$0.481 million); and Security and Emergency Management (\$0.001 million). The decreases were offset by increases in: State Service Management (\$0.244 million); Support for Executive Decision Making (\$0.080 million); Local Government (\$0.611 million); CIP (\$0.285 million); and Ministerial and Parliamentary Support (\$0.340 million). The reasons for the material variances in Output Groups are:

- a decrease for Government Processes and Services is primarily due to less expenditure for consultants (\$0.069 million); other supplies and consumables (\$0.303 million); property services (\$0.174 million); maintenance (\$0.168 million); offset by increases in communications (\$0.042 million); information technology (\$0.126 million); and advertising (\$0.059 million);
- a decrease for Electronic Services for Government Agencies and the Community is primarily due to less expenditure on information technology (\$0.228 million); communications (\$0.634 million); and other supplies and consumables (\$0.562 million) offset by increases in advertising and promotion (\$0.022 million); maintenance (\$0.021 million); consultants (\$0.066 million); and property services (\$0.056 million);
- a decrease for Communities, Sport and Recreation is primarily due to less expenditure on consultants (\$0.058 million); information technology (\$0.123 million); maintenance (\$0.067 million); other employee-related expenses (\$0.030 million); other supplies and consumables (\$0.178 million); and property services (\$0.153 million); and
- an increase for Development of Local Government is primarily due to the two separate Boards of Inquiry for the Huon Valley Council and Glenorchy City Council.

Grants, subsidies, donations and contributions

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	1	1	-	-	-	-
Support for Executive Decision Making	3,205	3,585	163	224	30	1,513
Government Processes and Services	721	1,025	657	410	494	483
Electronic Services for Government Agencies and Community	-	-	-	-	-	280
State Service Management	-	-	-	-	-	90
Tasmanian Together Progress Board	-	-	-	-	-	-
Security and Emergency Management	-	-	1,261	-	115	-
Communities, Sport and Recreation	1,497	1,737	30,184	12,779	12,295	12,707
Local Government	561	2,614	1,460	1,175	300	300
TOTAL GRANTS, SUBSIDIES, DONATIONS AND CONTRIBUTIONS	5,985	8,962	33,725	14,588	13,234	15,373

Expenditure on grants and subsidies decreased by \$1.354 million compared with 2015-16. This is primarily the result of the completion of election commitment grants. Also, during the year all Departmental grants programs were centrally administered by Communities, Sport and Recreation (CSR). The full list of grant recipients can be found in Appendix C.

Transfers to Service Tasmania lead agencies

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Electronic Services for Government Agencies and Community	11,208	11,536	12,042	-	-	-
CIP	250	250	250	-	-	-
TOTAL TRANSFERS TO SERVICE TASMANIA LEAD AGENCIES	11,458	11,788	12,292	-	-	-

Up to 2014-15, the transfer payment to Service Tasmania lead agencies was forwarded to the Department of Primary Industries, Parks, Water and the Environment (DPIPWE) as the agency that manages the Service Tasmania shops, as well as a payment to the Department of Education for online payments. From 1 July 2015, the management of the Service Tasmania Shops was transferred to DPAC and therefore there was no lead agency transfer.

Other transfer payments

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Ministerial and Parliamentary Support	-	-	-	-	21	-
Support for Executive Decision Making	173	249	149	2,527	7,347	-
Government Processes and Services	339	523	80	23	54	-
Electronic Services for Government Agencies and Community	46	285	93	1,821	541	-
State Service Management	100	60	60	40	10	-
Tasmanian Together Progress Board	10	-	-	-	-	-
Security and Emergency Management	-	-	146	-	1,125	-
Communities, Sport and Recreation	299	62	742	3,938	1,173	-
Local Government	466	1,001	820	-	-	-
OTHER TRANSFER PAYMENTS	1,433	2,180	2,090	8,349	10,271	-

Sometimes funding provided to DPAC is transferred to other agencies or jurisdictions if they are the primary agency to implement the program or policy. Transfers made during 2016-17 were:

- transfers to Tasmanian Government agencies (\$8.893 million):
 - DPIPWE total \$0.4063 million:
 - Service Tasmania IT Support – \$0.380 million;
 - online energy self-audit tool – \$0.010 million;
 - other minor payments – \$0.0163 million;
 - State Growth total \$0.202 million:
 - Brand Tasmania Council – \$0.150 million;
 - other minor payments – \$0.052 million;
 - DHHS total \$1.463 million – Safe Homes Safe Families funding;
 - Education total \$1.095 million:
 - Safe Homes Safe Families funding – \$1.0087 million;
 - provision of Service Tasmania Online – \$0.145 million;
 - transfer of Tasmanian Early Years Foundation Funds – \$0.6124 million;
 - Department of Justice total \$0.9357 million for Safe Homes Safe Families funding;
 - Police, Fire and Emergency Management total \$2.6724 million for Safe Homes Safe Families funding; and
 - other transfers – total \$1.4482 million for Silverdome funding, TMD and prepayments.
- transfer payments to Local Government (\$1.125 million):
 - West Tamar Council total \$1.125 million – essential works on Hart Shaft and Mine Yard;
- transfers to Australian Government agencies (\$0.073 million):
 - Department of Social Services total \$0.073 million:
 - 2016-17 contribution to ANROWS, Safe Homes Safe Families funding – \$0.073 million);
- other transfers and payments (\$0.180 million):
 - University of Western Australia total \$0.020 million – pathways to better health education outcomes for Tasmanian Children; and
 - prepayments – \$0.160 million.

Other expenses

	Actual					Budget	
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)	
Ministerial and Parliamentary Support	257	48	56	56	90	63	
Support for Executive Decision Making	103	21	163	16	20	17	
Government Processes and Services	118	28	130	92	134	32	
Electronic Services for Government Agencies and Community	184	38	35	68	135	57	
State Service Management	83	8	10	13	16	11	
Tasmanian Together Progress Board	13	-	-	-	-	-	
Security and Emergency Management			6	-	3	3	
Communities, Sport and Recreation	62	14	39	50	50	37	
Local Government	120	10	5	-	52	6	
TOTAL OTHER EXPENSES	940	167	444	295	500	226	

The movement in expenditure for 'other expenses' is related to the change in Government policy on agencies paying payroll tax. From 1 October 2012, DPAC was no longer charged payroll tax and this produced savings of \$1.420 million for the year that was offset by increased expenditure for workers' compensation. The 2016-17 expenditure has increased in comparison to 2015-16 due to an increase in the workers compensation premium

FINANCIAL POSITION

Our financial position summarised in the following tables indicates a decrease in the value of DPAC assets of \$1.712 million and an increase in liabilities of \$0.034 million, resulting in a decrease in equity of \$1.746 million.

Assets

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Assets						
Financial Assets						
Cash and deposits	12,419	10,012	7,832	9,295	10,170	3,478
Receivables	5,290	5,029	4,678	5,305	4,724	4,437
Total Financial assets	17,709	15,041	12,510	14,600	14,894	7,915
Non-financial Assets						
Inventories	1	-	-	-	-	-
Plant, equipment and leasehold improvements	2,258	1,902	1,782	1,764	1,837	1,879
Infrastructure	515	319	143	50	42	1,168
Intangibles	273	261	140	294	804	262
Other non-financial assets	2,959	3,424	2,689	2,841	2,638	2,759
Land	-	-	3,402	3,820	3,120	3,402
Buildings	-	-	25,932	28,440	26,760	25,138
Total Non-financial assets	6,006	5,906	34,088	37,208	35,201	34,608
TOTAL ASSETS	23,715	20,947	46,598	51,808	50,096	42,523

Financial Assets

The increase in the closing balance for cash and deposits as at 30 June 2017 mainly reflects the Section 8A2 Consolidated Fund Carry Forwards and cash held by TMD for operational purposes. DPAC operates four special deposit and trust funds for specific purposes:

- T520 – DPAC's operating account has a balance of \$5.015 million (compared with \$4.231 million at 30 June 2016) and the increase in the balance is related to the Section 8A(2) Consolidated Fund Carry Forwards. The funds held in the operating account are primarily for projects yet to commence, or commenced but not completed, for which specific Australian Government or State funds were allocated. For projects yet to commence (\$1.744 million) under Section 8A(2) of the *Public Account Act 1986* is being held as a carried forward to 2017-18 for Silverdome Maintenance; Service Tasmania Maintenance; Safe Homes Safe Families; Brand Tasmania; St Georges Church Election Commitment; and Reset the Relationship with the Tasmanian Aboriginal Community. Funding of \$1.986 million is being held for Australian and State government-funded projects commenced but not yet completed. The retained revenue for the fees for service activities provided by the Office of Parliamentary Counsel, The Training Consortium, Office of eGovernment, State Service Management Office and Service Tasmania are held in the operating account. The funds are committed.
- T631 – TMD's operating account has a balance of \$3.049 million (compared with \$2.762 million as at 30 June 2016). The funds held in the account include Australian Government and State funds allocated to projects yet to commence or commenced but not completed. The main project being undertaken is the Connect U Project. There is also a requirement to have reserves to meet normal operating liquidity requirements (\$2 million).
- T816 – Service Tasmania's operating account has a balance of \$1.814 million (compared with \$2.037 million as at 30 June 2016).
- T773 – Sport and Recreation's operating account has a balance of \$178,000 (compared with \$203,000 as at 30 June 2016) retained earnings for Sport and Recreation grants programs.

The decrease in the closing balance for receivables is a result of the timing of invoicing for training services provided by The Training Consortium.

Non-financial assets

The decrease in the closing balance for non-financial assets is primarily due to the transfer of Camp Banksia to the Latrobe Council for zero consideration.

Liabilities

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Liabilities						
Financial Liabilities						
Payables	2,488	2,946	2,609	2,782	2,116	2,713
Interest-bearing liabilities	-	-	-	1,109	709	-
Total Financial liabilities	2,488	2,946	2,609	3,891	2,825	2,713
Non-financial Liabilities						
Employee benefits	11,776	10,625	13,131	13,514	14,312	15,606
Other non-financial liabilities	2,160	2,621	2,527	2,686	3,027	1,848
Provisions	660	673	676	683	645	676
Total Non-financial liabilities	14,596	13,919	16,334	16,883	17,984	18,130
TOTAL LIABILITIES	17,084	16,865	18,943	20,774	20,808	20,843

Financial liabilities

There was a decrease in the closing balance for Payables (\$0.666 million), due to a reduction in creditors.

Interest-bearing liabilities relates to a loan received for TNVRs, WRIPs and SES resignation payments, which is scheduled to be paid off over the next two years.

Non-financial liabilities

The increase in the closing balance for employee benefits (\$0.798 million) is due primarily to the increasing leave liability of employees as a result of increasing balances and salaries.

The increase in the closing balance for other non-financial liabilities arose from movements in the balances for the following non-financial liabilities:

- revenue in advance – Section 8A(2) Carry Forward – as at 30 June 2016 \$1.412 million was carried forward to 2016-17, compared with \$1.744 million being carried forward to 2017-18 from 2016-17. The difference is an increase of \$0.332 million;
- other revenue in advance – the closing balance was \$0.816 million an increase of \$0.112 million; and
- lease incentive liability – the closing balance decreased by the annual proportion of the lease incentive over the life of the lease for the ANZ building that TMD relocated to from Salamanca Square.

The decrease in the closing balance for provisions recognises the write-off of a lease make-good liability for a rental lease ceased early.

Equity

	Actual					Budget
	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2016-17 (\$'000)
Equity						
Reserves	5	5	10	3,686	3,666	121
Accumulated Funds	6,626	4,075	27,645	27,349	25,622	21,559
TOTAL EQUITY	6,631	4,080	27,655	31,035	29,288	21,680

There is a decrease of \$1.747 million in equity and net assets compared with the 2015-16 financial year, being the operating deficit for the year (\$1.747 million).



Our Compliance Report

CARBON EMISSION REDUCTION PLAN

The Online System for Comprehensive Activity Reporting is used to measure Tasmanian Government greenhouse gas emissions. The table below shows DPAC's energy usage over the past 12 months.

		Actual 2015-16 KWH	Actual 2016-17 KWH	Decrease (Increase) KWH
Energy	Building			
	Executive Building 15 Murray Street ¹	815,419	651,329	164,090
	144 Macquarie Street Building ¹	26,890	39,027	(12,137)
	Henty House	187,268	191,656	(4,388)
	10 Murray Street	264,163	256,333	7,830
	St Johns Street	128,558	134,882	(6,324)
	22 Elizabeth Street ¹	75,574	69,634	5,940
	Total for all sites	1,497,872	1,342,861	155,011

Notes:

1. Data does not include energy use for air conditioning.



DPAC endeavours to participate 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, resulting in a reduction of one G-plated vehicle.

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 utilisation of office space to 15m² per person over time. This initiative will result in reduced energy consumption.

Following lease negotiations for 15 Murray Street, there will be investment in more energy-efficient lighting installations and mechanical services improvements that will deliver sustained energy savings for the Department over the lease term. The figures in the previous table show the extent of energy reduction at the site. The Department will comply with future policy directions in relation to reducing greenhouse emissions.

ACCESSIBILITY ACTION PLAN

The Department of Premier and Cabinet remains committed to ensuring that the services, facilities, information and employment it provides are inclusive and accessible. Over the past year, DPAC has made progress across the four key action areas of the Accessibility Action Plan, including the following highlights:

Access to Services and Programs

DPAC coordinated the Tasmanian Government's second consecutive year as gold members of the Australian Network on Disability (AND). The first year of membership was valuable to government agencies, in particular with the support provided by AND in the development of the Tasmanian Government's Workplace Adjustment Policy Template.

Accessible Events Guidelines and Checklists were developed in consultation with Tasmanian Government agencies, the Premier's Disability Advisory Council (PDAC) and the Anti-Discrimination Commissioner, and launched in August 2016. The Checklists are fully accessible and have been designed to be used electronically on a desktop or in the field on a laptop, tablet or smartphone.

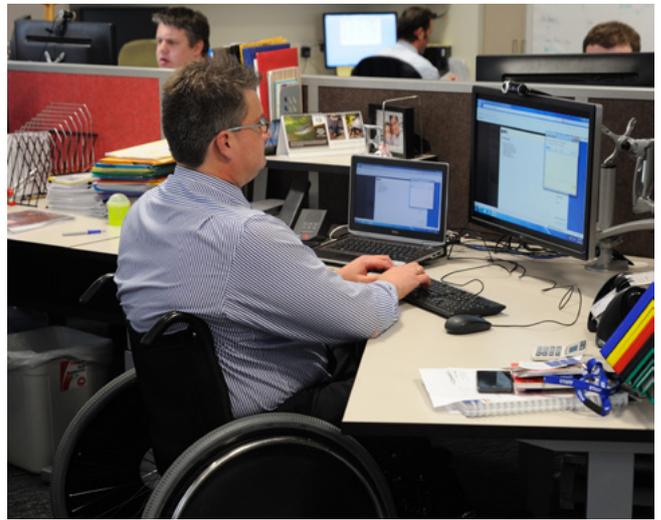
A review of the Local Government Disability Action Strategy was undertaken and provided to the Premier's Local Government Council (PLGC) at its 28 June 2017 meeting. To mark the conclusion of the Strategy, the Minister for Planning and Local Government, Peter Gutwein MP, wrote to all mayors to provide a summary of the achievements of the strategy; encourage councils to commit to continuous improvement with regard to accessibility; and note that data will be collected on an annual basis regarding access-related initiatives being implemented by councils.

During 2016-17, DPAC delivered two Disability Sport and Active Recreation Network Forums. The objectives of the Forums was to provide an opportunity for the disability and sport sectors to network, interact, discuss and plan how to work together to encourage greater participation of people with disability in sport and active recreation. The average attendance was 50 people. The outcomes varied and have included developing and implementing pilot projects, sharing or increasing the use of equipment and resources, education (inclusive language, specific disability knowledge) and inclusive practices.

DPAC's Policy Division continues to lead the whole-of-government implementation of the National Disability Insurance Scheme (NDIS) in Tasmania.

DPAC, in collaboration with the Department of Treasury and Finance, has been working closely with the Department of Health and Human Services; the Department of Education; the Department of State Growth; and the Department of Justice on implementation of the transition to the full scheme, which commenced on 1 July 2016.

DPAC continues to participate in national work on NDIS policy design and governance.



Access to Employment Opportunities, Career Development, Retention and Recruitment

The Workplace Adjustment Policy Template was launched in May 2017. The Policy reflects a new approach to diversity in the State Service - one that is focused on making our employment practices more inclusive for all employees.

DPAC commenced work with AND to develop a training module that will build State Service employees' disability awareness in the workplace and when interacting with the Tasmanian community. A Steering Committee with representatives from a number of agencies has been established and initial discussions about the content and format of the module have occurred.

Access to Buildings, Facilities, Venues and Off-Premises Events

The refurbished Glenorchy Service Tasmania Service Centre opened in April 2016. The new style of 'sit down' counter is a significant improvement for clients using wheelchairs or those who rely on the aid of walkers. A new automated queuing system has removed the requirement to wait in a physical queue.

Work commenced to improve access to the Devonport Service Tasmania Service Centre as part of the Devonport Living City co-location and completion is expected during 2018.

A statewide forum for building surveyors, designers and local government was held in September 2016. The forum, coordinated by DPAC in conjunction with the Department of Justice's Consumer Building and Occupational Services, the Local Government Association of Tasmania (LGAT) and councils, promoted universal access and aimed to create awareness of the barriers in the built environment for Tasmanians with disability or limited mobility. It encouraged builders and designers to go beyond the minimum access requirements using the principles of universal design. There were 137 registrations for the event and attendees provided overwhelmingly positive feedback particularly in relation to the speakers with disability.

Access to Information (printed materials, websites, audio and video)

DPAC is implementing a 'HTML First' strategy. This strategy reduces the burden on staff and consultants previously experienced with the production of PDF documents that comply with international accessibility standards. Publishing documents using HTML First means that the text from documents is converted to web pages rather than only available as a PDF to download.

The production of accessible HTML is less expensive, increases usability (particularly for people using mobile devices or with poor internet connection) and is more likely to be supported by assistive technologies such as screen readers. The production of print documents (for example, professionally-designed PDFs used for tabling in Parliament) will be available for the purposes of printing only.

This process has been endorsed by the Accessibility and Inclusivity Lead of the Australian Government Digital Transformation Agency (DTA).

DPAC is creating a training package for staff that covers creating accessible documents. Creating accessible documents is still an important skill, even though we are shifting to HTML First.

RIGHT TO INFORMATION

We are committed to ensuring we meet our legal obligations to respond to requests for information in accordance with 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 2016-17, 26 applications for assessed disclosure were received compared with 40 received in 2015-16.

Of the 26 applications, 22 were assessed for disclosure following three applications being withdrawn by applicants, and one application being transferred to another public authority. Out of the 20 applications for assessed disclosure determined in 2016-17, information was provided in full for six requests, partial information was provided for eight requests and two applications were refused or claimed as exempt. There were four 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 Minister for Energy, and undertake assessments, and/or internal reviews on their behalf.

For further information on the RTI, visit the website of the Office of the Ombudsman (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. Procedures on public interest disclosures are available on our website.

During 2016-17:

- 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.

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 a degree of control over their own 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 2016-17 from anyone seeking access to, or update of, personal information held by us about them.

PUBLICATIONS

During 2016-17, we produced 43 publications by our various operating units within the Department and they are available from:

- STORS website at www.stors.tas.gov.au; or
- appropriate divisional DPAC websites linked from www.dpac.tas.gov.au.

A complete list of our publications can be found in Appendix E – Publications and Websites.

WEBSITES

As at 30 June 2017 we managed 28 websites on behalf of the Department and the Premier's Office. There were no websites archived during 2016-17.

A complete list of the websites we manage can be found in Appendix E – Publications and Websites.

PRICING POLICIES FOR GOODS AND SERVICES

DPAC's pricing policy is based 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 the hirers of the facility and the fee charged is based on full-cost recovery.

PROCUREMENT

DPAC ensures that its procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions relating to procurement; including that Tasmanian businesses are provided with every opportunity to compete for Agency business.

During 2016-17 we undertook 19 procurement processes resulting in a total of 22 contracts valued greater than \$50,000 (excluding GST) being awarded. Seventeen of these contracts were awarded to Tasmanian suppliers. The total value of contracts awarded was \$18,847,357 (excluding GST and options to extend). The value of contracts awarded to Tasmanian suppliers was \$10,126,014, representing approximately 54 per cent of the total value of all contracts awarded.

During 2016-17 the Department undertook one major building and construction project (ie value greater than \$250,000). In addition, TMD conducted three major tenders for the Networking Tasmania III project. No contracts were awarded as panel arrangements during the period.

Details of the individual contracts valued greater than \$50,000 (excluding GST) awarded during 2016-17 can be found in Appendix F.



RELATED TRUSTS AND BOARDS

Matters pertaining to the Local Government Board are reported by the Local Government Division under Output 7.1.

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

The Tasmanian Community Fund submits its Annual Report to Parliament through the Premier in accordance with Section 11 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 has undertaken a review of all risks, strategic and operational, to assess whether they are still relevant.

As reported in previous annual reports, the Department is on a long-term journey to reach our desired risk maturity level. This process commenced in August 2015 with a series of workshops with each of our divisions and branches. The outcome of the workshops was a set of draft operational risk registers. During the last year these risk registers were re-evaluated by the divisions and branches, along with the draft strategic risk register developed by our Executive Management Team. The next step will be to upload all the risk information into our risk management system, which is expected to go live in October 2017.

The use of the new risk management system during 2017-18 will be a significant milestone for the achievement of our desired risk maturity level.

Currently the strategic risks identified are used as the basis for the Internal Audit Plan for the Department that is monitored by the Risk and Audit Committee.

ASSET MANAGEMENT

DPAC manages land and buildings in accordance with a draft Strategic Asset Management Plan (SAMP) prepared in compliance 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 the sound and strategic acquisition, use and disposal of assets and the related risks and costs over their useful life.

We actively manage our extensive portfolio of leasehold properties with the view to reducing leasehold commitments. DPAC's aim is to consolidate our functions across a reduced leasehold footprint when and where we can.

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. Purchases of items valued at less than \$10,000 are recorded as expenses. For business purposes, TMD maintains an asset recognition threshold of \$2,000. The financial statements for 2016-17 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 costs.
- 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 – 80 years depending on the building.

INDEPENDENT SCRUTINY (EXTERNAL AND INTERNAL)

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

The elements of this independent scrutiny include:

- our independently chaired Risk and Audit Committee;
- our internal audit function;
- external financial and performance audits undertaken by the Tasmanian Audit Office;
- audits conducted by the Tasmanian Audit Office 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 committee and other Parliamentary committees.

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

Internal Audit

- 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;
 - TI 1128 – Agency Procurement Audit Requirements: goods and services;
- Service Tasmania, Automated Service Tasmania Reconciliation application (ASTRA);
- grant management; and
- key financial and systems controls – Payroll.

External Audit

- use of fuel cards;
- event funding;
- workforce planning; 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 2016.

The Department is working through the recommendations from these reviews and our progress is being monitored by the Risk and Audit Committee. Also during the year we reviewed any reports issued by independent bodies to ascertain whether any recommendations made could be adopted by the Department. During the year the Integrity Commission issued a report related to TasTAFE which the Department has reviewed.

RISK AND AUDIT COMMITTEE

During 2016-17 a revised Charter was approved by the Secretary. In accordance with the Charter the membership of the Committee was revised and an independent chair appointed.

From 10 November 2016 the membership of the Committee was as follows:

- Mr David Hudson (Independent Chair)
- Ms Jane Beaumont (Independent Member)
- Mr Scott Marston (Department Representative until 10 March 2017)
- Mr David Strong (Department Representative from 13 March 2017).

The Committee met five times during the year to oversee risk management, and internal and external audit activities, to review and endorse the financial statements, and to undertake other activities to provide the Secretary with confidence that the Department is operating with good governance and risk management practices.

In his annual report to the Secretary the Chair David 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 2016 and found 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 that there were no significant issues identified or outstanding, and issued an unqualified audit report.
 - Endorsed the Annual Report as correctly representing the 2015-16 audited financial statements.
- Risk Performance Reporting
 - Noted the significant progress being made in updating and reviewing the Department's risk management approach and supported the actions being taken to ensure that each Division/Branch of the Department has reassessed its risks and is taking a proactive approach to the identification, assessment and management of risks.
- Systems of Risk Oversight and Management
 - Noted the reports related to fraud management within the Department and commended the Department on its recent consideration and management of its 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. It also noted the early steps being taken to implement business continuity planning arrangements within the Department and will continue to review their development.
 - 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 has made recommendations to the Secretary.

The Chair also noted that the 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 five 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
 - TI 1128 – Agency Procurement Audit Requirements: goods and services
- Service Tasmania, Automated Service Tasmania Reconciliation application (ASTRA)
- Grant Management
- Key financial and systems controls – Payroll

As at 30 June 2017 Deloitte were undertaking reviews of:

- Business continuity; and
- Project management.

LEGISLATION ADMINISTERED

We administered 61 Acts on behalf of the Premier and our responsible Ministers. The full list of legislation that we administered can be found in Appendix B. All legislation, including any amending Acts, is available at the Tasmanian Legislation website: www.legislation.tas.gov.au.

The breakdown of the number of Acts by the Premier and Ministers is:

Premier	50
Minister for Planning and Local Government	6
Minister for Aboriginal Affairs	4
Minister for Environment and Parks	1

Three Acts were repealed during the year. These were:

- *Tasmanian Early Years Foundation Act 2005*
- *Tasmania Together Progress Board Repeal Act 2012*
- *Legislative Council Elections Act 1999*.

During the year we were responsible for amendments to four Acts. The details are as follows:

Constitution Amendment (Constitutional Recognition of Aboriginal People) Bill 2016

The Bill was tabled in the 2016 Spring Session of Parliament. The Bill amended the Preamble of the *Constitution Act 1934* by inserting a new paragraph of text. The new text is a factual statement of acknowledgement and recognition of Aboriginal people as Tasmania's First People. The amendment was consistent with the recommendations of the House of Assembly Standing Committee on Community Development Inquiry into the Constitutional Recognition of Aboriginal People as Tasmania's First People. Tasmania was the last state in Australia to recognise Aboriginal people in its constitution.

Parliamentary (Disclosure of Interests) Amendment Bill 2017

The Bill was tabled in the 2017 Autumn Session of Parliament. The Bill amended the *Parliamentary (Disclosure of Interests) Act 1996* to reflect contemporary community expectations of increased openness and transparency by enhancing the clarity of its requirements, providing for the disclosure of more information to the public, and making information more accessible. As at 30 June 2017 the Bill was before the Legislative Council (and subsequently passed on 24 August 2017).

Government House Land Amendment Bill 2017

While the *Government House Land Act 1964* (the Act) is administered by the Department of Primary Industries, Parks, Water and Environment (DPIPWE), because of DPAC's close working relationship with Government House, DPAC assisted DPIPWE with the amendment of this Act. The current Act only allowed for the Government House Site to be used as

the residence of the Governor. The Bill amended the Act to allow Government House to undertake commercial activities as outlined in their Forward Plan 2015-2025. Revenue raised from these activities will go towards Government House's ongoing maintenance; reducing dependency on State funding for maintenance.

Local Government Amendment (Rates) Bill 2017

The Bill was tabled in the 2017 Autumn Session of Parliament. The Bill amended the *Local Government Act 1993* (the Act) to clarify that non-service rate exemptions under Section 87(1) (b) of the Act do not apply to Crown land that is subject to leases and licences that confer a right to exclusive occupation and are used for commercial or private use. The Bill also provides an exemption from non-service rates for unallocated seabed Crown land and seabed Crown land within municipal areas that support a marine farming lease made under Part 4 of the *Marine Farming Planning Act 1995*.

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 in accordance with Section 32 of the ICA.

As in previous years we have worked closely with the Integrity Commission on legislative matters and awareness of ethical behaviour.

During the year we participated in the 'Speak Up' and 'Thanks is Enough' campaigns and we are working jointly with the Commission on other awareness campaigns and policy and practice statements to improve our decision making.

We have reviewed the Integrity Commission's *Report No 2 of 2017 An Investigation into a complaint of an alleged conflict of interest against senior executive officers of TasTAFE – May 2017* to assess if any of the recommendations should be implemented within the Department.

GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 597 grant, contribution and election commitment payments totalling \$13,233,654. The following table summarises the payments by the Minister and program.

Program	Total Payment Amount	No. of Payments
Premier		
Australia Day grants	\$21,860	10
Communities, Sport and Recreation grants		
Council on the Ageing	\$358,135	3
Emergency Relief	\$300,000	3
Family Assistance Program	\$330,000	5
Food Vans Program	\$60,000	3
LGBTI grants	\$50,000	6
Multicultural Council of Tasmania	\$57,789	2
Multicultural Grants Program	\$100,000	14
National Youth Week	\$73,450	24
Other Communities, Sport and Recreation grants	\$1,729,431	84
Volunteering Tasmania	\$295,099	3
Youth Network of Tasmania	\$274,292	2
Youth Parliament	\$12,750	1
Other Grants	\$160,237	10
Premier's Discretionary Fund	\$355,641	196
Tasmanian Bushfire Recovery grants	\$83,907	4
Veterans' Affairs		
ANZAC Day Trust	\$23,200	1
Centenary of ANZAC grants	\$44,386	17
Pedestrian Walk	\$2,727,273	1
RSL Tasmania	\$100,000	1
	\$7,157,450	390
Minister for Aboriginal Affairs		
Aboriginal Land Council	\$564,000	2
Contribution to Aboriginal Trainee Ranger Program	\$166,500	1
Other grants	\$23,000	3
	\$753,500	6
Minister for Sport and Recreation		
AFL Tasmania	\$,500,000	2
Community Sports Levy – Sports and Recreation Development grants	\$1,118,119	64
Football Federation of Tasmania	\$100,000	1
National / International Sport Championships	\$33,000	9
National Fitness Southern Recreation Association	\$150,000	2
Netball Tasmania	\$250,000	1
Northern High Schools Sports	\$10,000	1
State Grants Program	\$1,033,450	32
Tasmanian Axemen's Association	\$10,000	1
Tasmanian Institute of Sport Grants	\$1,000	1
Tasmanian Olympic Council Inc	\$35,000	2
	\$3,240,569	116
Minister for Environment and Parks		
Climate Change grants	\$30,000	2
	\$30,000	2
Minister for Women		
Women's grants	\$50,000	1
	\$50,000	1
Election Commitments	\$2,002,135	82
TOTAL	\$13,233,654	597

The details of the individual recipients of each program listed above can be found in Appendix C.

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.

Whilst 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 has been provided below:

2017	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Total \$'000
Alex Tay Director, Local Government (Appointed 5 December 2016)	83	5	8	96

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Abbreviations

AA	<i>Audit Act 2008</i>	ICA	<i>Integrity Commission Act 2009</i>
ABS	Australian Bureau of Statistics	ICT	Information and Communications Technology
Act	Activity	ITIL	Information Technology Infrastructure Library
ADEPT	Administrative Data Exchange Protocols for Tasmania	JARS	Justice Agency Reporting Service
ANZSOG	Australian New Zealand School of Government	IaaS	Infrastructure as a Service
BMT	Budget Management Team	LGAT	Local Government Association of Tasmania
BSOS	Building Standards and Occupational Services	LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
CAF	Council for the Australian Federation	LGD	Local Government Division
CER	Clean Energy Regulator	LWOP	Leave Without Pay
CPU	Communications and Protocol Unit	MPES	Monetary Penalty Enforcement Service
COAG	Council of Australian Governments	MCOT	Multicultural Council of Tasmania
COTA	Council On The Ageing	MCP	Modern Communications Project
CSR	Communities, Sport and Recreation	MP	Member of Parliament
CUS	Client Service Update	MPS	Ministerial and Parliamentary Support
DCaaS	Data Centre as a Service	MPSS	Managing Positions in the State Service
DFAT	Department of Foreign Affairs and Trade (Australian Government)	NA	Not Applicable or Not Available
DHHS	Department of Health and Human Services	NT	Networking Tasmania
DLG	Departmental Leadership Group	NatHERS	Nationwide House Energy Rating Scheme
DPFEM	Department of Police, Fire and Emergency Management	NBN	National Broadband Network
DPIPWE	Department of Primary Industries, Parks, Water and Environment	NDIS	National Disability Insurance Scheme
EAP	Employee Assistance Program	NEPP	National Energy Productivity Plan
Eco	Economy	OAA	Office of Aboriginal Affairs
EEAT	Energy Efficiency Advisory Team	OeG	Office of eGovernment
Eff	Efficiency	OPC	Office of Parliamentary Counsel
EIA	Empower Integration and Automation Program	OSEM	Office of Security and Emergency Management
ERF	Emissions Reduction Fund	PA	Planning Allowance
Ess	Effectiveness	PACER	Pacific Agreement on Closer Economic Relations
FinOps	Financial Operations Team	PDAC	Premier's Disability Advisory Council
FMAA	<i>Financial Management and Audit Act 1990</i>	PIC	Personal Information Card
FMIS	Financial Management and Information System	PID	Public Interest Disclosure
FMT	Financial Management Team	PIDA	<i>Public Interest Disclosures Act 2002</i>
FTE	Full-time Equivalent	PLGC	Premier's Local Government Council
G50	Departmental Managers' Group	PMD	Performance Management and Development
GBE	Government Business Enterprise	PPAC	Premier's Physical Activity Council
GOE	General Operating Expenses	PPB	Properties and Procurement Branch
GSB	Government Services Branch	PSSRA	<i>Public Sector Superannuation Reform Act 1999</i>
GST	Goods and Services Tax	RAPT	Reasonable Adjustment Policy Template
HR	Human Resources	RMS	Risk Management System
		RSL	Returned Services League

RTI	Right to Information	TCF	Tasmanian Community Fund
RTIA	<i>Right to Information Act 2009</i>	TEYF	Tasmanian Early Years Foundation
S3MP	Strategic State Service Management Program	TI	Treasurer's Instruction
SAMP	Strategic Asset Management Plan	TIS	Tasmanian Institute of Sport
SAP	Strategic Action Plan	TNVR	Targeted Negotiated Voluntary Redundancy
SerTas	Service Tasmania	TSS	Tasmanian State Service
SES	Senior Executive Service	TTC	The Training Consortium
SLR	Sea Level Rise	UNFCCC	United Nations Framework Convention on Climate Change
SSA	State Service Act 2000	WHS	Work Health and Safety
SSMO	State Service Management Office	WRIP	Workplace Renewal Incentive Program
SSR	State Service Regulations Act 2011	YNOT	Youth Network of Tasmania
TCCO	Tasmanian Climate Change Office		

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