



## DPAC ANNUAL REPORT 2017–18

## 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 2017-18.

The report is presented in several sections:

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All of our annual reports are available for download from the Department's website, [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au).

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# Submission to the Premier and Ministers



**Hon Will Hodgman MP**  
Premier



**Hon Guy Barnett MP**  
Minister for Veterans' Affairs



**Hon Jacquie Petrusma MP**  
Minister for Disability Services and  
Community Development  
Minister for Aboriginal Affairs  
Minister for Women  
Minister for Sport and Recreation



**Hon Peter Gutwein MP**  
Minister for Local  
Government



**Hon Michael Ferguson MP**  
Minister for Science and Technology



**Hon Elise Archer MP**  
Minister for Environment

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 2018.

Yours sincerely

**Jenny Gale**

Secretary  
Department of Premier and Cabinet  
4 October 2018

# Our Year in Review





Implemented the Networking Tasmania (NT) III – Core Services Agreement

Supported the development of a Northern Sporting Facilities Strategy

Delivered club governance forums to 109 members of community clubs and sporting organisations in the South, North and North West of Tasmania

Supported the appointment of the new Ministry, portfolios and Administrative Arrangements

Supported athlete availability and preparation for Commonwealth Games 2018

Worked with key partners to deliver improved and increased Service Tasmania online services

Reviewed and updated Guidelines on the Caretaker Conventions

Undertook the Infrastructure-as-a-Service Project

Led the four year, \$4.1 million Jobs Action Package

Celebrated 20 Years of Service Tasmania

Launched the Public Submissions Publication Policy

Hosted two official visits from: His Excellency, Michael D Higgins, the President of Ireland and His Royal Highness, The Prince Edward, Earl of Wessex KG GCMG

Worked on a new concept for digital services called the Digital Services Engine

Began to develop a whole-of-government Project Management Framework

Reviewed the Aboriginal and Dual Naming Policy

Assisted the Government to deliver the *Parliamentary (Disclosure of Interests) Amendment Act 2017* and associated Regulations

Delivered the Australia Day Program for 2017-18

Continued to progress the Brand Tasmania Project

Introduced the Business Resource Efficiency Program

Developed the Constitution Amendment (House of Assembly Electoral Boundaries) Bill 2018

Supported the Housing Summit hosted by the Premier

Continued to lead the Tasmanian transition to the full National Disability Insurance Scheme



E BUILDING



# Secretary's report



I have greatly enjoyed the challenges and rewards of the role of the Department of Premier and Cabinet (DPAC)'s Secretary since joining the team late last year, and I'm excited to be continuing to work alongside such a dedicated and astute workforce. In my previous role as Department of Education Secretary, I had the pleasure of working closely with DPAC on many successful whole-of-government projects.

My respect for DPAC's staff has continued to grow as I have immersed myself in the day-to-day work of the Department and its varied role as both a central agency supporting the State Service and delivering programs directly to the Tasmanian community. I want to thank everyone for welcoming me so warmly into the DPAC family and I acknowledge the professionalism, passion and depth of talent of our people.

After nearly four years as Secretary, in November 2017, Greg Johannes decided to leave the Tasmanian State Service. I'd like to acknowledge Greg's contribution to the achievements of the Department for that period.

The first quarter of 2018 was an extremely busy one for DPAC with a State election held on 3 March. DPAC played a central role in preparing for the incoming government with planning beginning approximately 12 months in advance. This included providing advice to staff; preparing for transition corporate activities; monitoring election promises for all political parties; updating and providing advice on caretaker conventions; and other statutory and legislative requirements. It was a massive collaborative effort to ensure appropriate services during the Caretaker period and a smooth transition of government and services after the election. We have continued to assist with significant departmental restructures announced following the election.

DPAC also celebrated a major milestone in 2018 with 20 years of Service Tasmania. Events were held in every shop around the State and staff were presented with a commemorative pin to acknowledge their role in the exceptional delivery of service to the community. Three major projects to upgrade Service Centres in Devonport, Launceston and Hobart were undertaken, new services were added and improvements made to Service Tasmania

online, and operational performance was the focus of continued development of the Government Contact Centre.

Emergency management and the subsequent recovery from emergencies has seen a significant body of work delivered over the past 12 months. This has included assisting with the development of the Tasmanian Government's response to the Independent Review into the *Tasmanian Floods of June and July 2016*, the development and implementation of new whole-of-government recovery arrangements, and leading a project on Disaster Planning and Recovery for Tasmanian businesses. DPAC is now the central agency responsible for recovery and with the processes and governance set in place the Tasmanian Government is more prepared than ever to respond to future recovery efforts.

Some of our other key achievements throughout the year included:

- The launch of the updated Good Governance Guide and education activities to support elected local government members and senior council staff.
- Drafting 99 Bills and 181 Subordinate Instruments.
- Hosting major official visits from the President of Ireland, His Excellency, Michael D Higgins, and His Royal Highness, the Prince Edward, Earl of Wessex.
- Delivery of the *Workforce Diversity and Inclusion Action Plan 2017-18* for DPAC.
- Supporting athlete availability and preparation for the Commonwealth Games.
- Supporting the Housing Summit hosted by the Premier.
- Release of the *Accessible Island: Tasmania's Disability Framework for Action 2018-2021*.



- Continuing the collaborative work with the University of Tasmania as part of our ten-year partnership agreement.
- Leading progress of the White Ribbon Program across Government.
- Leading the roll out of 22 of the 23 actions of *Safe Homes, Safe Families* as well as receiving national recognition for our work on family violence by winning the Prime Minister's Award for Excellence in Collaboration (IPAA Awards).

This Annual Report contains many more examples of the quality work our people have delivered over the last 12 months. I'm proud to be a part of this collaborative and inclusive team who exemplify our DPAC values of excellence, customer focus, working together and professionalism.

I'm keen to explore how we work in DPAC, with each other and across the State Service and beyond. This means thinking about how we might be able to continue to improve our services and advice, while also ensuring that DPAC offers a diverse and rewarding work environment for its staff. I look forward to doing this in partnership across the State Service.

A handwritten signature in black ink that reads "Jenny Gale".

**Jenny Gale**

Secretary

Department of Premier and Cabinet

A horizontal bar with four colored segments: yellow, blue, green, and purple.

I want to thank everyone  
for welcoming me so  
warmly into the DPAC  
family and I acknowledge  
the professionalism,  
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## 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.



## 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 the final year of our three-year strategic plan, we worked with the Government and agencies to deliver the following priorities during 2017-18:

- programs to support job creation and economic growth;
- improved services and outcomes for the Tasmanian community, with a focus on implementation and evaluation;

- reforms at a local, state and national level in areas such as renewable energy, family violence, National Disability Insurance, Council of Australian Governments (COAG), local government, National Sports Plan and National Institute Network reform;
- development and support of a vibrant and inclusive community, sport and recreation sector and leading Tasmania's high performance athletes;
- climate change programs that reduce emissions or respond to the impacts of a changing climate; and
- a seamless experience across all channels and a customer-centric approach to service design and delivery through Service Tasmania and TMD.

We worked on the following priorities for the Government and the Tasmanian community:

### 1. Access to government services for the Tasmanian Aboriginal community

Support the Government in fostering a greater understanding between Tasmanian Aboriginal and non-Aboriginal people, including through the acknowledgement of Aboriginal history and culture. Increase the participation of Tasmanian Aboriginal people in the Tasmanian State Service.

### 2. State Service workforce

Improve the Tasmanian State Service Employment Framework to reflect the changing nature of our work, increase capability, and build a safe, diverse and inclusive workforce.

### 3. Family violence prevention

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

### 4. Emergency resilience and recovery

Build community resilience to natural disasters and other emergencies. Prepare for and lead coordinated State Government recovery efforts following emergencies. Work with other jurisdictions on a coordinated approach to counter-terrorism.

### 5. Local government governance

Promote good governance across the local government sector. Increase the use of data in performance management, and support local councils to investigate reform opportunities that will improve service delivery.

### 6. ICT investment and cyber security protection

Lead a strategic, whole-of-government approach that drives future investment and addresses cyber security and other emerging ICT risks.



## 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.

### 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

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 weekly.

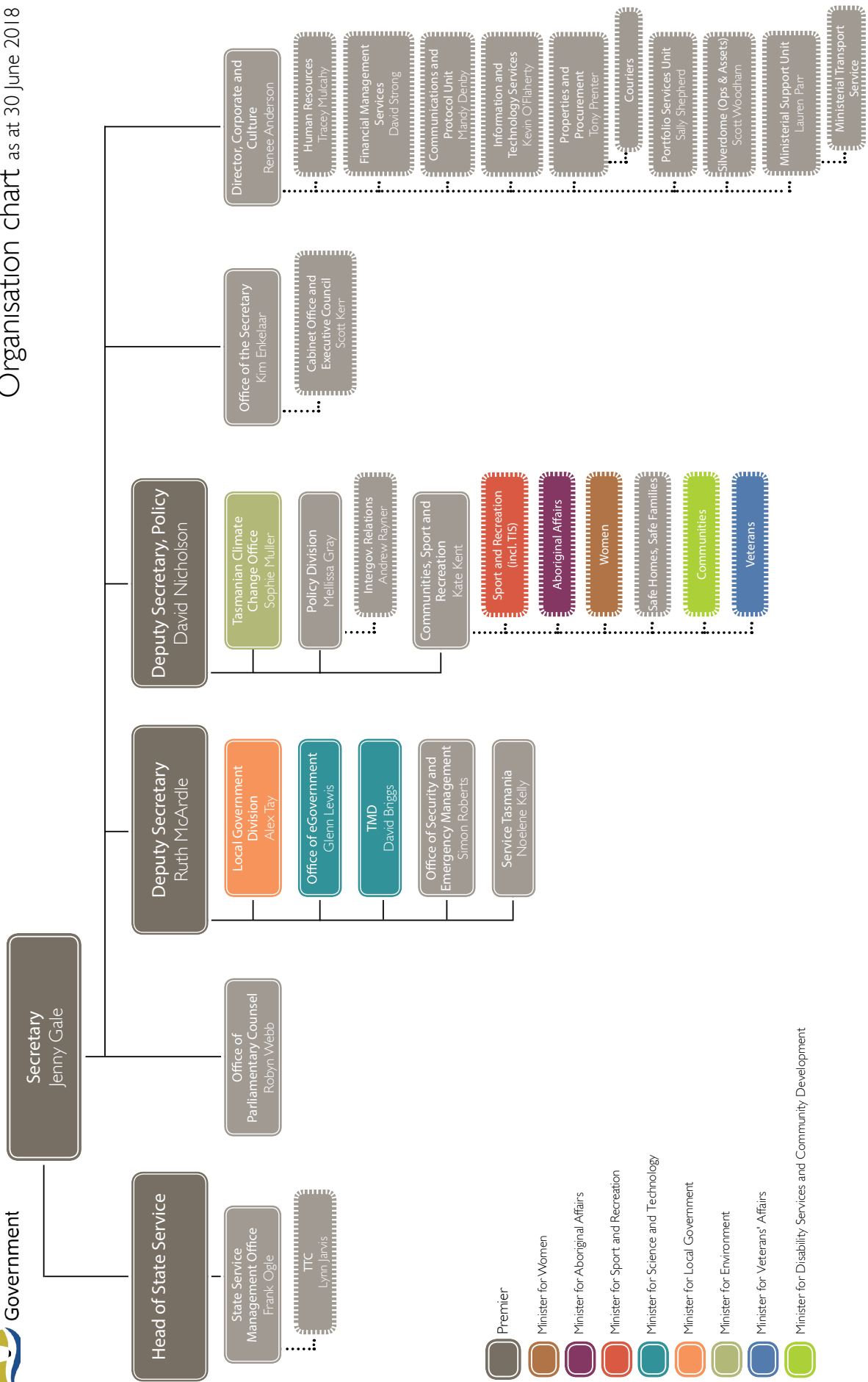
The DPAC Leaders Group is chaired by the Secretary and meets quarterly or as required throughout the year. Areas of discussion for this Group include key agency matters, budget, organisational development and emerging issues for Government. The Secretary, together with other Agency Executive Committee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

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 as at 30 June 2018



## MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

As at 30 June 2018 the Ministerial and Output Group structure was as follows:

Output Group/Output	Responsible Minister	Responsible Department Division
<b>1. Support for executive decision-making</b>		
1.1 Strategic policy and advice	Will Hodgman MP Premier	Policy Division
1.2 Climate change	Elise Archer MP Minister for Environment	Tasmanian Climate Change Office
1.3 Safe Homes, Safe Families: Tasmania's Family Violence Action Plan	Will Hodgman MP Premier	Communities, Sport and Recreation
<b>2. Government processes and services</b>		
2.1 Management of Executive Government processes	Will Hodgman MP Premier	Office of the Secretary
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
<b>3. Electronic services for Government agencies and the community</b>		
3.1 Information, technology and digital services strategy and policy development	Michael Ferguson MP Minister for Science and Technology	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 Science and Technology	TMD
<b>4. State Service management</b>		
4.1 State Service employment and management	Will Hodgman MP Premier	State Service Management Office
<b>5. Security and emergency management</b>		
5.1 Security and emergency management	Will Hodgman MP Premier	Office of Security and Emergency Management
<b>6. Communities, sport and recreation</b>		
6.1 Community development – policy advice and ongoing community development	Jacque Petrusma MP Minister for Disability Services and Community Development	Communities, Sport and Recreation
6.2 Aboriginal Affairs	Jacque Petrusma MP Minister for Aboriginal Affairs	Office of Aboriginal Affairs
6.3 Veterans' Affairs	Guy Barnett MP Minister for Veterans' Affairs	Communities, Sport and Recreation
6.4 Sport and recreation	Jacque Petrusma 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
<b>7. Local government</b>		
7.1 Local government	Peter Gutwein MP Minister for Local Government	Local Government Division

The Department also supports the Parliamentary Secretary to the Premier, the Hon Rene Hidding 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 2017-18. 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
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 supports the Government to deliver:

- programs to support job creation and economic growth;
- improved services and outcomes for the Tasmanian community, with a focus on implementation and evaluation;
- reforms at a local, state and national level, in areas such as renewable energy, family violence, National Disability Insurance, COAG, local government, National Sports Plan, and National Institute Network reform;
- development and support of a vibrant and inclusive community, sport and recreation sector and leading Tasmania's high performance athletes;
- climate change programs that reduce emissions or response to the impacts of a changing climate; and
- a seamless experience across all channels and a customer-centric approach to service design and delivery through Service Tasmania and TMD.

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

# Work Priority I – Access to government services for the Tasmanian Aboriginal community

**Aim:** Support the Government in fostering a greater understanding between Tasmanian Aboriginal and non-Aboriginal people, including through the acknowledgement of Aboriginal history and culture. Increase the participation of Tasmanian Aboriginal people in the Tasmanian State Service. During 2017-18 we undertook the following actions to achieve this priority:

## A NEW APPROACH TO ABORIGINAL ELIGIBILITY

A key priority of the Tasmanian Government's resetting the relationship with Tasmanian Aboriginal people agenda is a new approach to eligibility for Aboriginal and Torres Strait Islander specific programs and services delivered by the Tasmanian Government. The implementation of new arrangements for the administration of the Eligibility Policy commenced from 1 July 2016.

Tasmanian Government agencies are continuing to work collaboratively to ensure a streamlined approach for Aboriginal and Torres Strait Islander people when accessing Aboriginal and Torres Strait Islander specific programs and services.

This work has included several improvements such as:

- the introduction of Agency Guidelines;
- the introduction of a more user friendly Eligibility Form;
- changes to acceptable forms of communal recognition;
- the expansion of organisations that may provide communal recognition; and
- ensuring that all relevant agencies were able to access and use the centrally located Aboriginal Eligibility Register by early January 2018.

The Register ensures a process that eligible Tasmanians are not required to repeatedly establish their eligibility status to gain access to Tasmanian Government Aboriginal programs and initiatives.

## REVIEW OF THE ABORIGINAL AND DUAL NAMING POLICY

The Tasmanian Government's Aboriginal and Dual Naming Policy was introduced in 2013. The Policy provides a framework and direction for Government agencies, Local Government authorities and the Nomenclature Board about



the use of Aboriginal names for naming Tasmanian Features.

In June 2017, the then Minister for Aboriginal Affairs, the Hon Will Hodgman MP, announced a review of the Aboriginal and Dual Naming Policy. The objectives of the Review were to provide recommendations on changes that would enhance inclusivity, procedural efficiency and broader promotion of the Policy.

A consultation process, incorporating an Issues Paper, was conducted between November 2017 and December 2017, resulting in 15 public submissions and eight comments from Tasmanian Government agencies. The public submissions comprised: interested members of the public (four); Aboriginal community organisations (six); and individual councils (five).

A Consultation and Stakeholder Feedback Report summarising responses to questions outlined in the Issues Paper as well as key points raised during face-to-face consultations, was made available on our website in late May 2018. The public submissions are also available on this website.

It is intended that a further round of stakeholder consultations to discuss proposed amendments to the Policy will occur by mid October 2018.



# Work Priority 2

## – State Service workforce

Aim: Improve the Tasmanian State Service employment framework to reflect the changing nature of our work, increase capability, and build a safe, diverse and inclusive workforce. During 2017-18 we undertook the following actions to achieve this priority:

### DIVERSITY AND INCLUSION

The State Service is committed to supporting workforce diversity and providing inclusive workplaces where all our employees feel welcome, safe and supported.

*The Tasmanian State Service Diversity and Inclusion Policy and Framework* was released in May 2017. The Framework focuses on:

- building an inclusive and diverse workforce;
- supporting our employees; and
- working together to create change.

To support the implementation of the Framework a number of initiatives were significantly progressed in 2017-18.

The State Service, in partnership with The Beacon Foundation, is piloting a School to Work Youth Employment Program to provide students in disadvantaged government schools access to traineeships in the State Service. Sixteen young people are participating in school-based traineeships in the State Service.

The Tasmanian State Service Active Ageing Project has been developed with the Communities, Sport and Recreation Division. A final report will be released in early 2018-19, and will inform the ongoing development of a range of tools and appropriate policies/practices for an age-diverse workforce.

Working with Communities, Sport and Recreation Division, and as part of the *Tasmanian Carer Action Plan*, the State Service Management Office (SSMO) prepared a whole-of-service Carers' resource pack. The kit is expected to be released in September 2018.

Toolkits are being finalised to address inclusive workplaces, languages, and recruitment processes supporting LGBTI people in the workplace.



### GENDER EQUITY

The commitment to gender equity in the State Service continues to be implemented. We are almost at our target of 40 per cent of senior executive service positions to be held by women by 2020, with the representation at June 2018 at 39.04 per cent.

The major whole-of-service initiatives progressed in the past 12 months to support gender equity are discussed below.

A survey of gender equality in the State Service was run during May 2018. The results will be used to inform further work. A series of stories of women across the State Service has been collected and will be used as part of a campaign to celebrate successful women in the State Service, including as attraction material for recruitment programs and for other publications.

Building on the unconscious bias and inclusiveness training for Heads of Agencies and Deputy Secretaries run in 2017, we participated in an Australia and New Zealand School of Government (ANZSOG) funded study looking at the effects of unconscious bias in middle management. The final report will be supported by workshops and a best practice guide for managers.

As part of the Public Sector Unions Wages Agreement 2016, the State Service has increased the partner's leave entitlement for the non-birth parent.

Industrial instruments have been reviewed to have gender neutral language.

Specific learning, development and networking opportunities have been rolled out including:

- o 'Be Bold' which aims to help women achieve their personal vision of professional success through exploration of a range of tools and strategies;
- o 'Confidence to Lead' program for women in the Senior Executive; and
- o Women Supporting Women network, led by women in senior positions in the Tasmanian State Service, to facilitate networking opportunities.

## **ABORIGINAL EMPLOYMENT**

Significant work progressed on developing an Aboriginal Employment Strategy. The Strategy is being designed to:

- attract Aboriginal people to the State Service;
- develop and support our Aboriginal employees; and
- provide workplaces that are supportive and inclusive of Aboriginal people.

In conjunction with the Office of Aboriginal Affairs, we facilitated a Gathering of current Aboriginal employees in October 2017. The Gathering was a great opportunity to celebrate the contribution of Aboriginal employees in the State Service.

## **EMPOWER INTEGRATION AND AUTOMATION PROGRAM**

The Empower Integration and Automation Program aims to improve the Empower Human Resources system and processes used in most State Service agencies to pay and manage its employees.

State Service agencies have been working with SSMO and TMD in preparing to migrate all small and medium agencies to a new shared database in 2018-19.

In tandem with this, the Program team has been working with the Department of Justice to pilot the Joint Agency Reporting Service. This service will give all users 'real time' access to trend and point-in-time data about employees.

## **DEVELOPING THE STATE SERVICE**

There has been significant investment in the capability development of the State Service workforce.

The State Service specific Manager Essentials Program was launched at the end of May 2017. The Program is a high-quality, contemporary manager development program with the aim of improving the essential skills of managers across the State Service, and is fully supported and endorsed by Heads of Agencies. Eight programs were run in the past 12 months, with 194 participants. A further 10 programs will be delivered in 2018-19.

A group of 38 participants completed the inaugural Senior Executive Leadership Development Program in November 2017. The Program was designed by SSMO and ANZSOG and delivered by ANZSOG. It is a unique program that aims to build new capabilities, encourage executives from different agencies to work collaboratively and to be ready to tackle the real world problems facing the public sector. The success of the Program has seen it renewed for 2018-19 with a second group of 32 high performing senior executive service employees.

The first whole-of-service Graduate Development Program commenced in early 2017 with 27 participants across seven agencies. The second cohort of 30 Graduates started in February 2018, with 11 participating agencies.

The State Service Strategic Management Program is a collaborative management and leadership development program coordinated by Tasmania Police, the State Service and the University of Tasmania. The third Program will run from August 2018.

## **RESPONDING TO INTEGRITY COMMISSION AND AUDITOR-GENERAL REPORT**

### **Auditor-General Report - Appointment of Tasmanian State Service Senior Executive Officers General Stream Bands 9 and 10 and Professional Stream Band 6 Positions**

The Auditor-General Report into the Appointment of Tasmanian State Service Senior Executive Officers, General Stream Bands 9 and 10 and Professional Stream Band 6 Positions, was largely supportive, finding no major breaches and generally finding the appointment processes of senior officers and employees is appropriate and meritorious.

Notwithstanding, the Report did highlight where improvements could be made across the State Service and following on from the recommendations, detailed Guidelines on SES Recruitment and Conflicts of Interest in Recruitment were released in June 2018.

Further work is progressing for Senior Executive Service (SES) appointments in relation to police checks, identity checks and applicants to declare code of conduct investigations in previous employment.

In addition, SSMO now is working with the Integrity Commission to have practices and policies in place which best support the management of conflicts of interests across all aspects of employment and business management.

Other work to support effective recruitment included a trial of one-page pitch applications for SES recruitment. The trial has been reviewed and guidelines for panels and applicants are being prepared for release by August 2018.





## Integrity Commission - Investigation report into the management of misconduct

In December 2017, the Integrity Commission released an own-motion investigation report into the management of misconduct in organisations. The Commission found instances of good policies, practices and procedures and also areas for improvement.

The Commission made three recommendations and five good practice suggestions, and the Government is implementing these through amendments to the relevant Employment Directions, supported by policies and guidelines issued by the Head of the State Service.

Specifically, the following actions have resulted:

- Good practice suggestions are being incorporated into relevant Employment Directions.
- Agencies will maintain a register of code of conduct investigations, subject to details being finalised in consultation with agencies and the Integrity Commission.
- A requirement is to be placed on job applicants to disclose previous code of conduct investigations as part of revised selection process guidelines.

## WORK HEALTH, SAFETY AND WELLBEING

There has been a concerted effort in the past 12 months to review the approach to work, health safety and wellbeing.

Two programs were rolled out in 2017-18:

**Mindfulness** – we are collaborating with the Menzies Institute for Medical Research (University of Tasmania) who is conducting research on mindfulness practices with approximately 500 State Service employees.

**Ritualize Tasmania** – we are promoting the Ritualize Tasmania (12 month app-based program) supporting our workforce to form healthy lifestyle habits, with the objective of achieving healthier, happier and higher achieving people and workplaces.

At a policy level, a review has started to consolidate and integrate work health, safety, wellbeing and employee absence policies and guidelines to apply across the State Service.

We are working with Worksafe Tasmania and the Department of Health and Human Services to target mental health and musculoskeletal injuries in the State Service. We are contributing to the Mental Health Best-Practice Framework for Tasmanian workplaces with the Department of Health and Human Services.

Following the release of a joint Statement of Principles against occupational violence and aggression in April 2017, work has progressed in a number of areas including agency specific policy and procedures to respond to violence and aggression, adapting work environments to be safe, updating workplace security, and improving reporting cultures.

So far 215 employees have received de-escalation training, and a further 1,000 employees are anticipated to be trained over the next 12 months.



## WORKPLACE RELATIONS

The Workplace Relations team within SSMO provides advice and guidance to agencies on a range of employment related matters covering:

- performance management;
- grievances;
- code of conduct;
- discipline procedures; and
- fixed-term appointments.

Following the registration of the Public Sector Unions Wages Agreement (PSUWA) 2016, a number of commitments outside of the Agreement were given; such as: the examination of the employment framework, public comment by employees, modernisation of Award clauses, shift work in the Tasmanian State Service Award, youth recruitment, sporting and cultural leave, and wage related allowances. Work has continued throughout the year on meeting these commitments.

Regular consultation was undertaken with unions and updates provided as to the progress of these matters, with some to be referred to a consultative forum or discussed as part of the new PSUWA. Consultation and advice concerning other significant events – such as arrangements for large-scale employees deployed for emergencies, establishment of the Department of Communities Tasmania and Investigations – also occurred.

There are currently 21 wage-related agreements in operation in the State Service and, of these, 18 are being negotiated in 2018. In readiness for these negotiations the Industrial Relations Framework has been revised in order to provide advice on the governance for negotiating Agreements.

## DEVELOPING DIGITAL WORKFORCE CAPABILITY

The Office of eGovernment, in collaboration with the State Service Management Office and all Tasmanian Government agencies, is developing a program of work to drive cultural change and uplift digital capability across government.

The program is designed to:

- elevate digital knowledge and understanding across the State Service, including ensuring that the benefits and value are defined, acknowledged and accepted;
- establish clear accountabilities and responsibilities for driving initiatives and achieving required outcomes for digital transformation; and
- develop a strategic whole-of-government approach to future workforce planning.

## DEVELOPING WHOLE-OF-GOVERNMENT PROJECT MANAGEMENT FRAMEWORK

The Office of eGovernment, in collaboration with all Tasmanian Government agencies, is developing a Project Management Framework that aims to:

- improve whole-of-government project management capability and collaboration;
- improve whole-of-government project governance capability; and
- improve project reporting.

A Community of Practice is also being established to provide a forum to share, discuss and contribute to the collective learning and improvement of project management.

The Tasmanian Government has also entered into an agreement with the Australian Institute of Project Management which provides a number of benefits to State Service employees including discounts on memberships and application fees and access to professional development, mentoring and research.

# Work Priority 3 – Family violence prevention

Aim: Coordinate the implementation of a comprehensive, whole-of-government action plan to combat family violence. During 2017-18 we undertook the following actions to achieve this priority:



## SAFE HOMES, SAFE FAMILIES

*Safe Homes, Safe Families: Tasmania's Violence Action Plan 2015-2020* (Safe Homes, Safe Families) addresses family violence in Tasmania. At the end of 2017-18, 22 of the 23 actions under Safe Homes, Safe Families have been rolled out, with the remaining action in the early implementation phase.

Under Safe Homes, Safe Families, Tasmanian Government agencies and community sector partners are working together to deliver a cohesive response to family violence.

DPAC coordinates implementation of Safe Homes, Safe Families, with Communities Sport and Recreation providing support for the governance structure, including providing the secretariat to the Cabinet subcommittee and the Head of Agency Steering Committee, and chairing the Cross Agency Working Group, which oversees implementation at the operational level.

At the 2017 Prime Minister's Awards for Excellence in the Public Service, the Cross Agency Working Group received the Prime Minister's Collaboration Award and a commendation for Sustainable Excellence in Public Sector Management. These awards recognise Tasmania's public service is delivering the highest standard of services to eliminate family violence in Tasmania.

In April 2018, DPAC began coordinating a comprehensive evaluation of the Tasmanian family violence service system (including Safe Homes, Safe Families) to inform development of the next five-year Family Violence Action Plan.

DPAC has also begun developing the first whole-of-government Sexual Violence Action Plan, which will be a deliverable under the next family violence action plan.





## Work Priority 4 – Emergency resilience and recovery

**Aim:** Build community resilience to natural disasters and other emergencies. Prepare for and lead coordinated State Government recovery efforts following emergencies. Work with other jurisdictions on a coordinated approach to counter-terrorism. During 2017-18 we undertook the following actions to achieve this priority:

### SUPPORT FOR SHARING OF STAFF IN EMERGENCIES

The Office of Security and Emergency Management (OSEM) maintains arrangements to enable the temporary deployment of skilled staff from across the State Service to support Tasmania's emergency response agencies. There are 200 employees currently listed with us as willing and able to provide support in areas including incident management, logistics, planning, administration and communications.

OSEM supported four activations of these arrangements in 2017-18 assisting:

- the Tasmania Fire Service in its response to a bushfire in St Helens in October-November 2017;
- the Department of Primary Industries, Parks, Water and Environment, from February-June 2018, in its response to the incursion of the Queensland Fruit Fly;
- with support arrangements for recovery from the extreme weather event in Southern Tasmania in May 2018; and
- the Department of Health and Human Services in June 2018 to handle calls in relation to recovery and restoration grants related to the extreme weather event.

In 2017-18 OSEM conducted a review of the interoperability arrangements to ensure they continue to meet the needs of the Tasmanian Government.



## REPORT ON INDEPENDENT REVIEW INTO THE 2016 FLOODS

In 2017-18 OSEM assisted the Department of Police, Fire and Emergency Management with the development of the Tasmanian Government response to the *Independent Review into the Tasmanian Floods of June and July 2016*. The response was approved by the Tasmanian Government in November 2017.

OSEM has implemented recommendations that were the responsibility of DPAC, including:

- developing new whole-of-government recovery arrangements under which DPAC has assumed a lead agency role in recovery for the Tasmanian Government; and
- establishing a Recovery Partners Network to support relationships with non-government organisations in relation to recovery from an emergency.

We will continue to monitor and report on progress of the recommendations through the State Emergency Management Committee to the Ministerial Committee for Emergency Management.

## NATURAL DISASTER RECOVERY FUNDING ARRANGEMENTS

OSEM administered arrangements for financial assistance to councils for the reconstruction of essential public assets, such as roads and bridges, damaged by the June 2016 floods. Of the \$30 million, councils expended repairing essential public assets, they were reimbursed \$22 million by the State Government under the Natural Disaster Relief to Local Government Policy.

OSEM also administered the Tasmanian Government's arrangements with the Australian Government for financial assistance through the Australian Government's Natural Disaster Relief and Recovery Arrangements (NDRRA).

In 2017-18, the Tasmanian Government received \$34 million NDRRA funding, mainly relating to costs incurred fighting the January 2016 bushfires. A further claim was submitted for costs relating to the June 2016 floods which will be paid early in the 2018-19 financial year.

OSEM negotiated a reallocation of \$3 million of NDRRA funding, including \$1.5 million from the Australian Government, for a major project to map flood risk in Tasmania. The first stage of this three-year flood-mapping project is underway.

## NEW ARRANGEMENTS FOR RECOVERY FROM NATURAL DISASTERS

In 2017-18 OSEM worked with councils and other government agencies to develop and implement new arrangements to support recovery from emergencies. DPAC assumed lead responsibility for coordination of whole-of-government recovery efforts.

Tasmania's new recovery arrangements build on learnings from the 2013 bushfires and 2016 floods and establish governance, financial and logistical structures and processes. These are supported by a toolkit of resources including a whole-of-government staffing register and a State Recovery Plan.

The new recovery arrangements ensure the Tasmanian Government is ready to provide timely, coordinated and locally-focused support to communities in the aftermath of emergencies and were first used in May 2018 when Hobart and surrounds experienced its wettest day since 1960. Water inundation caused significant damage to residential and business properties, community facilities and essential public assets. The total damage bill reached over \$100 million.

OSEM worked quickly to ensure financial support was available to impacted residents and councils within days of the extreme weather event, and to establish an extreme weather Recovery Unit to support local government and coordinate State Government recovery activities.

The Recovery Unit is supporting affected area committees for Greater Hobart and the Derwent Valley to ensure recovery efforts are community-led.

## DISASTER PLANNING AND RECOVERY FOR TASMANIAN BUSINESSES

The Disaster Planning and Recovery for Tasmanian Businesses Project builds the resilience of small and medium-sized businesses to plan for and recover from extreme weather events.

The Project aimed to:

- raise awareness of disaster risks and the benefits of planning and risk reduction;
- encourage and enable the use of disaster planning resources available on the Business Tasmania website; and
- increase the number of Tasmanian businesses that have completed business continuity planning.

A series of tailored workshops, facilitated by an expert in disaster planning and recovery for small businesses, were conducted across regional Tasmania.

The workshops outlined key processes to be followed before, during and after an extreme event, to ensure small business owners are able to minimise risks from a changing climate.

Forty eight Tasmanian businesses participated in the Program and feedback indicated a high level of satisfaction with the content and need for the Project.

# Work Priority 5 – Local government governance

Aim: Promote good governance across the local government sector. Increase use of data in performance improvement, and support local councils to investigate reform opportunities that will improve service delivery. During 2017-18 we undertook the following actions to achieve this priority:



## CODE OF CONDUCT REVIEW

During 2017-18, the Local Government Division and the Local Government Association of Tasmania jointly reviewed the local government Code of Conduct framework to ensure that it was operating as intended. The Review was the subject of substantial consultation.

In response to the Review, the Government has agreed to a package of 19 individual recommendations, which will improve the efficiency and effectiveness of the Code of Conduct complaints process.

The changes will be implemented by the end of the 2018 calendar year, through a combination of legislative amendments, changes to the Code of Conduct framework and administrative and process improvements.

## LOCAL GOVERNMENT LEGISLATION

In 2017-18, the Local Government Division supported the Government to deliver three significant pieces of legislation.

- The *Glenorchy City Council (Dismissal of Councillors) Act 2017* dismissed all of the previous Glenorchy City aldermen, and provided for an early, standalone council election. A newly-elected Council was sworn in on 19 January 2018.
- The *Local Government Amendment (Targeted Review) Act 2017* introduced a number of new provisions recommended by the Targeted Review of the *Local Government Act 1993*. Key changes include more flexible mechanisms to allow the Minister for Local Government to respond to governance and performance issues at the individual council level, and a requirement for councils to keep a gifts and donations register.

- The *Dog Control Amendment Act 2017* provided further clarity to councils and the community on a range of dog management issues, including dealing with dangerous dogs. A new provision now allows greyhounds that have been assessed through an approved suitability program to go without a muzzle while on a lead in a public place.

## COMPLIANCE, AUDIT AND INVESTIGATION ACTIVITIES

The Local Government Division supports the Director of Local Government in performing his statutory duties and functions under the *Local Government Act 1993*, including compliance monitoring and investigating alleged breaches of the Act.

This function aims to ensure community confidence in the local government sector, through the maintenance of good governance and transparent and accountable decision making.

In 2017-18, the Division conducted a number of investigations and audits on behalf of the Director, including in response to the findings of a number of reports that raised serious concerns about governance practices in the previous Glenorchy City Council.

The Division also undertook a performance audit of closed council meeting practices across the sector.

## EDUCATION PROGRAM

The Local Government Division undertakes a range of education activities to support elected members and senior council staff to understand and act in accordance with their statutory duties and obligations.

In preparation for local government elections in October 2018, the Division participated in several information sessions for prospective candidates across the State. The sessions were hosted by the Local Government Association of Tasmania and attended by the Tasmanian Electoral Commission, the Tasmanian Audit Office, the Integrity Commission, and the Australian Local Government Women's Association. The Division provided advice on the responsibilities of councillors under the *Local Government Act 1993*, the role of councils, what good governance looks like, and the role of the Division and the Director of Local Government.

The Division also participated in other co-training opportunities with agencies, including the Integrity Commission. Training focused on issues such as gifts, benefits and allowances, as well as an induction session for newly-elected Glenorchy City Council Aldermen.

In 2017-18 we launched our updated *Good Governance Guide*; a resource to build a better understanding of, and enhance good governance in, local government in Tasmania.



## VOLUNTARY AMALGAMATION AND STRATEGIC SHARED SERVICES ARRANGEMENTS

The Local Government Division has continued to support councils' feasibility studies into potential voluntary amalgamations and service sharing opportunities.

Three studies (Northern Councils, Cradle Coast Councils and Tamar Valley) were completed during 2017-18, which followed the completion of two studies (Greater Hobart and South Eastern Councils) in 2016-17.

All of the five studies, covering 25 councils in total, found that significant benefits could be delivered through amalgamations or shared service initiatives.

During 2017-18, as a result of the feasibility studies:

- The Sorell and Tasman Councils requested a Local Government Board Review into options for a potential merger or enhanced shared services arrangements. The Board delivered its findings and recommendations to the Minister on 29 June 2018.
- The Greater Hobart Councils have prioritised their focus on developing a strategic alliance. The Government is currently developing legislation for a Greater Hobart Act.
- The majority of Northern Tasmania and Cradle Coast Councils have committed to formally pursuing opportunities identified in the respective shared services studies. Practical initiatives are now being rolled out.

While councils are ultimately responsible for progressing the opportunities before them, the Division continues to provide advice and guidance to support these initiatives.



# Work Priority 6

## – ICT investment and cyber security protection

Aim: Lead a strategic, whole-of-government approach that drives future investment and addresses cyber security and other emerging ICT risks. During 2017-18 we undertook the following actions to achieve this priority:



### CYBERSECURITY PROGRAM

The Office of eGovernment Cybersecurity Program provides whole-of-government cybersecurity leadership and capability to support agency IT and cybersecurity staff. Part of this work has been the development of a comprehensive Cybersecurity Strategy and Roadmap to improve security and minimise cybersecurity risks.

Recommendations in the Roadmap currently being progressed include:

- developing a detailed business case for executing the initiatives in the Roadmap;
- establishing a Cybersecurity Operations Centre to strengthen capability to detect and respond to cybersecurity threats;
- establishing a program to build cybersecurity awareness and leadership across government; and
- enhancing cybersecurity policies to formally define roles and responsibilities across government in collaboration with the Office of the State Archivist.

### UNIFIED COMMUNICATION PROGRAM

The Unified Communications Program is being coordinated by the Office of eGovernment to provide stable, reliable technology to support the effective and efficient delivery of Government communication services in Tasmania.

The Program consists of three whole-of-government projects that will improve electronic communication services both within Government and between Government and the Tasmanian community.

- The Email Renewal Project will provide a contemporary, whole-of-government cloud-based service that eliminates future infrastructure and supportability issues by migrating email to Microsoft Office 365.
- The Unified Communications Interoperability Services Project will enable different existing agency video conferencing technologies to communicate with each other as well as with video conferencing technologies used by the public and service providers. For example, providing better support to patients and healthcare providers using TeleHealth.
- The Microsoft Enterprise Agreement is exploring the benefits of moving from multiple Microsoft license agreements to a common licensing agreement across Government.



These projects will be managed concurrently across the life of the Program and will be supported by TMD, who has already provided significant aid in the procurement phase of the Unified Communications Interoperability Services Project. The Unified Communications Program is due to be completed by 30 June 2019.

## MIGRATION TO INFRASTRUCTURE AS A SERVICE

As part of the work being undertaken to meet the policy requirements of the *Tasmanian Cloud Policy*, TMD is running the Infrastructure-as-a-Service Project. As part of this project, TMD is reviewing the way it delivers services to the Tasmanian Government, by moving its ageing infrastructure to a cloud based model. This form of cloud computing provides IT infrastructure to customers based on a monthly usage consumption model, removing the requirement for TMD to operate physical infrastructure.

This Project will allow the Government to become more mobile and agile in the way it works, and provide greater availability and redundancy for critical business systems. It will also reduce single person dependencies on support staff into the future.

To date, the Project has successfully migrated all hosted HR and Finance applications onto the new service. TMD will continue to migrate back office functions to the new service with a completion date of October 2018.

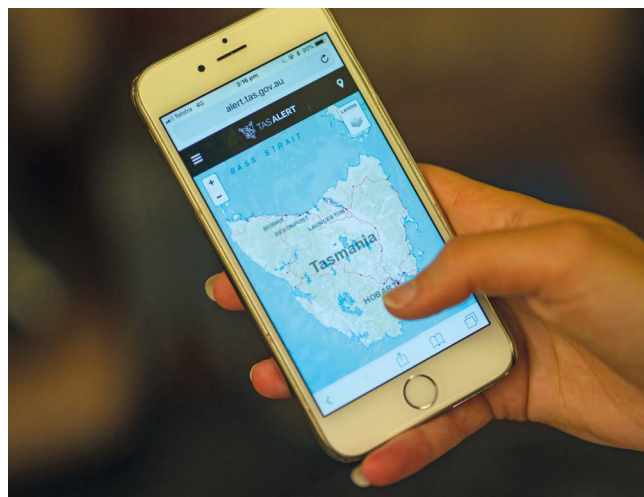
## NETWORKING TASMANIA III – CORE SERVICES AGREEMENT

Implementation of the Networking Tasmania (NT) III Core Services in July 2018 will mark the end of the multi-stage, TMD-managed Tasmanian Cloud NT III Project.

This Project commenced in 2014 to establish new supply arrangements for managed 'as a service' ICT services for agencies and eligible customers. These arrangements support the delivery of electronic business services to the public service and the community, and keeps public sector data secure in on-island storage.

The NT III centrepiece is the Network Core (the 'Core') – a complex, highly-available, resilient and fully redundant central IP-based network, that integrates features, functionality and service components. These components include:

- central switching and routing;
- security gateways; and
- value-added ICT services such as proactive surveillance and protection against increasing threats of cyber-attacks and malicious activities.



The Core Services are based on contemporary design principles and infrastructure platforms that will respond to Government's changing business requirements.

Telstra, the Core supplier, undertook the complex transition from the previous NT II service to the new NT III arrangements over the 2017-18 financial year. Government's critical business and service delivery applications, telephony and internet services all depend on the successful and sustained operation of the Core. The implementation of the new NT III Core means that Government is well placed to meet emerging challenges in the ICT sector.

## DIGITAL SERVICES ENGINE

The Office of eGovernment has been working on a new concept for digital services called the Digital Services Engine (DSE). The DSE will provide a common set of software systems that can be used across Government. This will provide a number of benefits to agencies including quicker, easier delivery of services, as well as benefits to Tasmanians such as a move to one government account and the ability to access services anywhere, anytime on any device.

Funding has been received to develop a Business Case and a Proof of Concept for this initiative. The Proof of Concept will test the use of the DSE to deliver a number of capabilities around vehicle registration and licensing for a selected pilot group of Tasmanians. These capabilities include an ability to provide notification preferences (ie SMS/email), view vehicle registration status, view information such as licence demerit points and update change of address details.

The Proof of Concept will provide an opportunity to 'prove' that the DSE works for agencies and delivers value to the public, as well as informing the development of the Business Case. It is anticipated that the Proof of Concept and Business Case will be completed by December 2018.

# Work Priority 7 – Service Delivery

**Aim:** In addition to the six priorities identified in the Strategic Plan, there are a range of services that DPAC provides to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community. During 2017-18 we undertook the following actions to achieve this priority:



## EMPOWER INTEGRATION AND AUTOMATION PROGRAM

TMD is supporting the State Service Management Office to deliver the Empower Integration and Automation Program, by assisting with technical implementation, business analysis and project implementation skills. This Program includes:

- the design and implementation of the whole-of-government Joint Agency Reporting Service;
- integration of five HR systems into one standardised system;
- development and implementation of a legacy repository;
- coding, process and interface standardisation; and
- documentation, training and skills development.

TMD is uniquely placed to provide the ICT business and technical skill set to facilitate the successful implementation of this important Program. TMD currently host the reporting and the five HR systems. The standardisation and consolidation of these systems will provide much higher levels of efficiency for reporting and HR processes.

Automation will be implemented to further improve process effectiveness and enable HR practitioners to focus on value-adding HR activities. Program outcomes include cost savings, reduced overheads, enhanced reporting, enhanced HR capability and improved HR Information Systems governance. The Program is delivered in a partnership between SSMO, TMD, agencies, vendors and consultants.

## NEW SERVICES IN SERVICE TASMANIA

Service Tasmania worked with agencies to make a range of new services available to all Tasmanians, including:

- providing an over the counter and telephone enquiry service for applicants of the Seniors Special Energy bonus, which is a rebate provided by Aurora Energy to holders of Aged Pension concessions and Commonwealth Seniors Cards;
- in conjunction with the Department of Justice's Consumer Building and Occupational Services, delivering Phase 2 of the Occupational Licensing Audit and Compliance (OLAC) program. This new service extended the online licensing system from trade based licences (eg builders, plumbers and electricians) to risk based occupations (eg security guards, conveyancers and motor vehicle traders). The OLAC system enables customers to start and in many cases complete their applications online, with Service Tasmania staff providing assistance to customers over the phone and in-person, as required; and
- providing access to a physical copy of the Preliminary Roll for the Aboriginal Land Council of Tasmania elections at every service centre.

## MAJOR ACCOMMODATION PROJECTS

Service Tasmania is currently undertaking three major accommodation projects to upgrade service centres in Devonport, Launceston and Hobart.

In September 2018, the Devonport Service Centre will move to the new paranapple centre, as part of the 'Living City' project. 'Living City' is an urban renewal project initiated by the Devonport City Council, and supported by the Tasmanian Government. The project's focus is to revitalise Devonport and the North-West Coast through boosting the local economy.

Service Tasmania will co-locate with LINC Tasmania and the Council in paranapple, allowing customers to undertake their government business through a single shared service counter. We have also been working with the Council to provide a range of customer services on their behalf.

In early 2019, Service Tasmania will relocate the Launceston Service and Contact Centres to the CH Smith site. The new ground floor premises will provide purpose-designed, accessible facilities for Service Tasmania in Launceston.

The Hobart Service Centre will be redeveloped in 2019-20 as part of a major refurbishment of the Lands Building.

The Government Contact Centre and the Tasmanian Emergency Information Service are also located within this space and will be incorporated into the project.

We will introduce new service delivery practices to better support the customer experience as part of the design of the new Launceston and Hobart Service Centres.

Features will include:

- consultation booths;
- concierge desks;
- self-service and assisted self-service facilities;
- a mix of sit and stand counters; and
- new customer seating.

## DELIVERING DEVONPORT CITY COUNCIL SERVICES

As Service Tasmania's move to the state of the art paranapple centre in Devonport draws nearer, Service Tasmania has been working with the Devonport City Council to expand the range of services it delivers on the Council's behalf.

Dog Registrations and Rates payments were successfully introduced in 2016-17 and the new range of services will provide the Council's customers with the choice of making a broader range of payments at any of Service Tasmania's 27 service centres.

Extensive work has gone into service mapping and 141 customer facing services have been identified. The services will be integrated in stages, with the first stage representing 32 payment and renewal services.

## CONTACT CENTRE PERFORMANCE IMPROVEMENTS

Service Tasmania has increased the range and complexity of government services available through the Government Contact Centre and is working closely with Government agencies to ensure the right information is available to support staff to deliver quality customer service.

Service Tasmania also works with agencies to improve customer options for self service, addressing issues such as visibility of information on websites, allowing customers to more easily find the information they are looking for.

Call times are closely monitored and actively managed. Training is regularly provided to staff to improve their call handling skills. This investment has seen a continued improvement in wait times and the level of service provided to the customer. In this financial year, the Average Speed of Answer was 2 minutes 11 seconds – a modest improvement from the previous year, which was 2 minutes 35 seconds.



## CELEBRATING 20 YEARS OF SERVICE TASMANIA

In the first half of 2018, Service Tasmania celebrated 20 years of service to the Tasmanian community. The milestone was marked at each site by a small, community-based celebration.

Since its establishment, the Service Tasmania model has been adopted by many other states, with similar services now operating in other jurisdictions. A leader in its field, Service Tasmania introduced a new form of service delivery that changed the way government and the community did business.

The celebrations began in February 2018 in Hobart at the first service centre to open. The celebration involved a number of dignitaries, stakeholders and partners who had contributed to the organisation's establishment.

By holding a small celebration at each service centre, Service Tasmania have had the opportunity to celebrate the contribution our staff have made to the organisation and their local community. Many of these celebrations have involved representatives of key stakeholders from regional areas, who have been integral to Service Tasmania's establishment in local communities.

Forty staff were acknowledged for 20 years of service to the organisation. A further 100 staff members have been with Service Tasmania for more than 10 years.

## POSITIONING SERVICE TASMANIA FOR FUTURE ONLINE SERVICES

The use of online services is increasing as customers are provided with more choice about how and when they interact with government. Service Tasmania is working with key partners to deliver improved and increased online services, acknowledging that customers value the choice of in-person, over the phone and online service delivery.

A range of initiatives are underway to improve the customer focus of our online environment.

In 2017-18, Service Tasmania contributed to the development and delivery of a targeted market research program to better understand the digital needs of Tasmanians. Consultation with a number of focus groups across the State provided valuable feedback from customers representing a range of communities and demographics. An online survey provided a broader range of Tasmanians the opportunity to provide feedback on digital service delivery.

Work has commenced with the Office of eGovernment and the Department of State Growth on the development of a Business Case and a Proof of Concept to establish a Digital Services Engine, which will provide the basic infrastructure required to deliver improved online services.



## DEVELOPING WHOLE-OF-GOVERNMENT DIGITAL STRATEGY

The Office of eGovernment is working with Tasmanian Government agencies to develop a strategy for digital transformation that will deliver improved, simple and secure digital and ICT services both within Government and to the Tasmanian community.

The Strategy aims to support Tasmanians by making government services easier to access, use and understand, as well as supporting government by building capability and providing the technology and culture needed for digital government.

The Strategy has been informed by significant consultation across all areas of Government and with a cross section of Tasmanians in urban and rural communities.

Feedback is currently being sought on a consultation draft Strategy document.

The Strategy will replace the existing (2011) *Tasmanian Government ICT Strategy*.

## OPEN DATA AND GOVHACK

The Tasmanian Government supports and encourages greater use of open data to inform the public, reduce barriers posed by licensing red-tape, and spark digital innovation. GovHack is one of the many ways the Government supports the use of open data.

GovHack is a national annual competition where participants use government open data to create new and improved ways for people to access, share and reuse government information.

The Office of eGovernment facilitated our contribution to the GovHack event by donating prizes and connecting participants to government networks.

In 2017, Tasmanian teams generated 18 GovHack projects with nine entries each from both Hobart and Launceston.

Winners of the Government-sponsored prizes for GovHack 2017 included:

- 'TasPast' – a Tasmanian family history search tool;
- 'Know Your Place' – a web app that helps home buyers choose their ideal location; and
- 'Death Who?' – an historic role play game.

## SPORT AND RECREATION PARTICIPATION OPPORTUNITIES

Communities, Sport and Recreation worked with sport and recreation organisations and a range of community organisations to provide opportunities for a diverse range of people to participate in sport and recreation.

Advice, information and best-practice examples were showcased at the twice-yearly Disability Sport and Active Recreation Network Forums (attended by nearly 100 people). Through support provided to organisations such as Physical Disability Sport Tasmania, people with disability were encouraged and supported to try new activities and become more active. Supported by the Tasmanian Institute of Sport, we assisted the Southern Primary Schools Sports Association to develop and implement guidelines to conduct para events at its March 2018 primary athletics carnival – the first opportunity many children with disability had to be involved at the event.

Tasmanian women and girls from multicultural backgrounds were introduced to new sporting opportunities through a project developed in a partnership between Bowls Tasmania, the Howrah Bowls Club, the Migrant Resource Centre and Sport and Recreation's Participation team. This was such a success that Bowls Tasmania is offering similar projects in other locations later this year.



We assisted sporting organisations to improve sport and recreation opportunities for Tasmania's Aboriginal community, which included supporting:

- Netball Tasmania and the Tasmanian Aboriginal Corporation in conducting a NAIDOC week netball match for community members in July 2017;
- Cricket Tasmania and the Clarence Cricket Club to coordinate a North versus South Aboriginal community cricket match for 38 community members in September 2017; and
- the Kingborough Tigers Football Club's 2018 Aboriginal Round Tasmanian State League roster match against North Hobart.

Our work with community organisations and sport and recreation organisations has ensured people from different backgrounds and population groups which are under-represented in sport and recreation participation are offered new opportunities to participate in safe, fair and inclusive environments.

## GOVERNANCE AND PLANNING FOR SPORTING ORGANISATIONS AND CLUBS

Communities, Sport and Recreation delivered club governance forums to 109 members of community clubs and sporting organisations in the South, North and North West of Tasmania in 2017-18.

The forums were held in early May in Hobart, Launceston and Penguin and provided contemporary legal advice from one of Australia's most well respected sports lawyers, Ian Fullagar, on topics including:

- constitutions and rules;
- role of boards/committees, chair and meetings;
- natural justice, disputes and tribunals;
- risk and financial management; and
- member protection and child safety.



We also updated our strategic and operational planning resources for sporting organisations to build capacity and increase understanding. The resources provided on our website include information and templates to guide organisations through their strategic planning process.

We have reviewed our template constitutions for clubs and state sporting organisations, with revised versions to be available from August 2018.

## 2018 ELECTION COMMITMENTS – REGIONAL GRANTS

Following the State election in March 2018, Communities, Sport and Recreation implemented the significant number of Government funding commitments to upgrade community and sporting facilities and support program delivery across the State.

Implementation involved a client manager contacting each of the recipients, confirming relevant information, identifying and addressing any issues, developing an appropriate funding agreement, and ensuring the grant was paid. By 30 June 2018, the Department had completed payments to 269 organisations amounting to \$9.32 million.

Some of the election commitments paid in 2017-18 were:

- \$3,080 for new training equipment and uniforms for the Rosebery Toorak Football Club;
- \$40,000 to redevelop change rooms and provide additional public amenities at the Port Sorell Surf Life Saving Club;

- \$32,000 to purchase futsal equipment and run children's holiday programs at the Bridgewater PCYC;
- \$2,000 to purchase new equipment for Sandford Scout Group;
- \$70,000 to upgrade the Campbell Town War Memorial Cenotaph;
- \$240,000 to build female-friendly clubrooms at the Taroona Football Club;
- \$30,000 for the Lietinna Hall repairs;
- \$20,000 to the King Island Council for a telecommunications action plan;
- \$60,000 to construct a new 140 metre flying fox at Camp Clayton;
- \$250,000 as seed funding for the Loaves and Fishes project with Devonport Chaplaincy; and
- \$15,000 for a number of school breakfast or lunch clubs, or chaplaincy programs.

We will continue to implement the Government's election commitments in 2018-19.





## NORTHERN SPORTING FACILITIES STRATEGY

As part of the 2017-18 State Budget, the Government committed \$100,000 to develop a strategic approach for targeted sporting facilities in Northern Tasmania.

The strategy provides an evidence base for determining future infrastructure needs and improves understanding of the principles and priorities applicable to underpin sound investment decision making for sporting infrastructure within Northern Tasmania.

Communities, Sport and Recreation engaged SGS Economics and Planning (SGS) services to assist with stakeholder consultations and strategy development. An interagency steering committee with representatives from the Departments of Premier and Cabinet; State Growth; and Education had oversight of the project.

In undertaking the work, SGS consulted with representatives from local government areas, sporting organisations and owners and managers of various key sporting facilities.

SGS has prepared three reports that the Tasmanian Government will consider in 2018-19.

## ATHLETE AVAILABILITY AND PREPARATION FOR COMMONWEALTH GAMES 2018

The Tasmanian Institute of Sport (TIS)'s key focus for the year was supporting Tasmanian athletes in their efforts to achieve selection, and to perform at their best at the 2018 Gold Coast Commonwealth Games.

This support involved providing expertise from the TIS specialist staff in coaching, sports science, strength and conditioning, physical therapies and sports performance psychology. Additionally, athletes that predominately train in locations outside the State received funding support to offset their daily living expenses.

There were 15 Tasmanian athletes selected for the Australian Commonwealth Games Team, which was seven more than the previous highest number of Tasmanian athletes that have competed at a single Commonwealth Games. All 15 athletes selected were either current (10) or previous (5) TIS scholarship athletes.

Tasmanian athletes produced the most successful multi-sport games performances ever achieved in Tasmania's sporting history. Our athletes' contribution of 14 medals to Australia's medal tally more than doubled the State's previous record contribution of six. The 10 gold medals also broke the previous record of three.

Of the 15 athletes that competed, nine achieved a Commonwealth Games medal, which is an outstanding 60 per cent athlete-to-medal conversion rate.

# Work Priority 8 – Policy and programs

**Aim:** In addition to the six priorities identified in the Strategic Plan, there is a range of policy development, advice and other programs that DPAC provides to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community. During 2017-18 we undertook the following actions to achieve this priority:



## 2018 DEPARTMENTAL RESTRUCTURES

On 1 July 2018, the Department of Health and the Department of Communities Tasmania (Communities Tasmania) were established under the *State Service (Restructuring) Order 2018*. The Office of the Secretary was responsible for the machinery of government variations and the drafting of all associated Statutory Rules required to establish the new departments.

As part of these restructuring arrangements, and under the *State Service (Agencies and Heads of Agencies) Orders 2018*, we managed the creation of new Heads of Agencies arrangements for the Department of Health; and Communities Tasmania, and removed the position of Chief Executive Officer for the Tasmanian Health Service.

We undertook significant consultation with senior Department of Health and Human Services management and the Secretary-Designate, Ms Ginna Webster in relation to the establishment of Communities Tasmania to ensure that all appropriate assets, Divisions and personnel were transferred from both Departments of Premier and Cabinet and Health and Human Services.

We were responsible for the machinery of government changes required to consolidate the Tasmanian Health Service into the Department of Health. We consulted widely with key stakeholders at the Department of Health and Human Services in relation to this matter, and provided detailed advice on the *Tasmanian Health Service Act 2018*, which changed the governance arrangements of the Tasmanian Health Service.

## LAUNCH OF THE PUBLIC SUBMISSIONS PUBLICATION POLICY

The Government released a whole-of-government Public Submissions Publication Policy designed to ensure that public consultation processes are open and transparent, and that departments apply a consistent approach to the publication of submissions received.

The Office of the Secretary, in consultation with all Government agencies, prepared the approved Guidelines – *Publication of submissions received by Tasmanian Government Departments in response to consultation on major policy matters* and the associated *Have Your Say* template. This will assist departments to routinely publish on their websites all public submissions provided in response to broad public consultation processes on major policy matters.

The Policy formally commenced on 1 January 2018. However, a further three month implementation period was approved to ensure that all Government agencies could implement the policy appropriately. Since the Policy's commencement, DPAC has published stakeholder feedback on the Review of the Aboriginal and Dual Naming Policy. For more information, published public submissions on major policies can be found at [www.dpac.tas.gov.au/major\\_policies](http://www.dpac.tas.gov.au/major_policies).

## INCREASING PARLIAMENTARY TRANSPARENCY

The Office of the Secretary and the Policy Division supported the Government to deliver the *Parliamentary (Disclosure of Interests) Amendment Act 2017* and associated Regulations.

The legislation introduced changes to the disclosure requirements providing greater transparency and availability to the public about the interests held by Members of Parliament.

The legislation supports the good governance principles of accountability and transparency, and upholds the integrity of decision making within the Parliament.

Key changes included:

- the online publication of the Register of Interests;
- the disclosure of the interests of spouses (including de facto partners); and
- the disclosure of a broader range of gifts and benefits.

The legislation commenced on 1 December 2017.

The Registers of Parliamentary Members' interests can be accessed on the Parliamentary website at [www.parliament.tas.gov.au/](http://www.parliament.tas.gov.au/).

## AMENDING THE CONSTITUTION ACT 1934

The Office of the Secretary prepared the Constitution Amendment (House of Assembly Electoral Boundaries) Bill 2018. The Bill amends the boundaries for the House of Assembly electoral divisions to align with the new House of Representatives electoral divisions, and also renames the electoral division of 'Denison' to 'Clark'.

The Bill will align the changes made to the Commonwealth House of Representatives electoral boundaries on 14 November 2017.

We worked closely with the Tasmanian Electoral Commissioner and the Surveyor-General to prepare this legislation. It is expected that the Government will consider this Bill in the 2018 Spring session of Parliament.

## GOVERNMENT BOARDS DATABASE

The Office of the Secretary continued to administer the Tasmanian Government Boards database and provide advice to agency staff about:

- policies and guidelines for boards and committees; and
- determining board and committee sizing and remuneration arrangements.

We apply the Tasmanian Government Board Fee Policy to determine the appropriate maximum levels of fees for board members and sizing classification. The remuneration framework for members of Government boards was revised and maximum fees were increased in December 2017.

We also supported the *Women on Boards Strategy 2015-2020* through the maintenance of the database and provision of data for reporting and monitoring progress towards the Strategy's goals.

We developed a draft Governing Board Induction Guide to provide information to assist the induction of new members of public sector governing boards, for example the TasTAFE Board and the Macquarie Point Development Corporation Board.

In 2018-19 the Guide will be finalised and distributed and additional Board member training material will be developed.

## TASMANIAN STATE ELECTION AND APPOINTMENT OF THE NEW MINISTRY

Following the Tasmanian State Election on 3 March 2018, the Office of the Secretary prepared the necessary machinery of government changes required to appoint the new Government. We coordinated the allocation of new Ministerial portfolios and prepared associated Administrative Arrangements under the instruction of the Premier.

We provided administrative assistance to the Governor to appoint a new Ministry on 21 March 2018 at Government House. Following the swearing-in, the Governor-in-Council approved the new *Administrative Arrangement Order 2018*, formally assigning legislation to Ministerial portfolios and departments.

To support a smooth transition for incoming Government members, we:

- coordinated the Government's Parliamentary reappointments (including Parliamentary Secretary roles and Leaders of each respective House);
- updated the Ministerial Code of Conduct;
- updated the Cabinet Handbook;
- provided an induction to the new Cabinet;
- supported the declaration of interests process for Ministers; and
- coordinated the induction of new Chiefs of Staff.



## REVIEW AND UPDATE OF GUIDELINES ON THE CARETAKER CONVENTIONS

The Office of the Secretary is responsible for administering and updating the Guidelines on the Caretaker Conventions, which are designed to:

- protect the apolitical nature of the State Service;
- prevent controversies about the role and work of the State Service during an election campaign; and
- avoid the use of government resources in a manner to advantage a particular party.

The Guidelines provide guidance for the handling of government business during the Caretaker period. The Caretaker period commenced with the dissolution of the House of Assembly on 28 January 2018 and concluded with the Return of the Writs and Swearing-in of the new Ministry on 21 March 2018.

During the months leading up to the Caretaker Period, we implemented a statewide rollout of the updated Caretaker Guidelines, reference guide and website. The updates reflected changes to the online environment and the implications of the Conventions on the appointment of boards and committees during the Caretaker Period. Information sessions for Heads of Agencies, State Service employees, Ministerial Staff and other associated staff and relevant persons were delivered statewide to build awareness of the conventions, roles and responsibilities. The Caretaker Guidelines were also provided to the leaders of all political parties and to the CEOs of government businesses.

## ROUTINE DISCLOSURES POLICY EXTENSION

From April 2018, the Office of the Secretary supported the incoming Government's desire to increase transparency and accountability by extending the routine disclosure of information across government departments and improving access to the information.

As part of this process, we worked with departments to identify further key Government service-related data and other information of public interest available for release. To better facilitate the disclosure process, we developed the new Government Information Gateway on the DPAC website to improve access to existing and new releases that are made by Government departments. The gateway was launched in June 2018, and will be extended further in October 2018 with major new releases to be disclosed.

The new Government Information Gateway webpage can be found at [http://www.dpac.tas.gov.au/government\\_information\\_gateway](http://www.dpac.tas.gov.au/government_information_gateway).

We continue to support the routine disclosure of information of public interest on the DPAC website. Information that we routinely release on behalf of the Department includes:

- organisational structures and functions;
- policies, programs and reviews;
- employment and workforce statistics;
- senior executive service details;
- telecommunication and mobile device expenditure; and
- contract and consultancies awarded.

Information on all gifts, benefits and hospitality received by officers and employees is also reported at least quarterly.

We coordinated the routine disclosure of information about Ministerial and Parliamentary Support (M&PS) costs in October 2017 and April 2018. This information includes:

- ministerial and electorate office staff employee and salary details;
- Chiefs of Staff Tasmanian Government Card expenses;
- ministerial fleet cars, taxi services expenses and associated costs;
- Ministers' travel and entertainment expenses; and
- ministerial and electorate office refurbishment/fit-out expenses.

M&PS and Departmental disclosures occurs at least every six months, at the start of April and October.

We also ensure that Right to Information requests received by the Premier and the Department are published online within 2 working days of issue.

## UPDATE TO THE CABINET HANDBOOK – LONGER RANGE FORECAST AGENDA

Following the State Election in March 2018 and the subsequent appointment of the new Government, a review of Cabinet processes was conducted by the Cabinet Office. Outcomes of that review were incorporated into the 2018 edition of the Cabinet Handbook. This included the addition of a new Longer Range Forecast Agenda (LRF) report.

The intention of the LRF is to improve governance, planning and communication in the development stage of Cabinet submissions, which would support the Premier, Ministers and agencies in their forward planning to meet the Government's agenda and consider new critical issues.

An updated version of the Cabinet Handbook is available on the DPAC website.

## LEGISLATION

During 2017-18, the Office of Parliamentary Counsel drafted 99 Bills and 181 subordinate instruments, including those that delivered on the Government's key reforms. This included legislation to:

- enable a domestic violence offender to be required to wear an electronic monitoring device, and to limit the circumstances in which a person who suffers domestic violence can be found guilty of aiding or abetting the commission of the offence;
- introduce mandatory minimum penalties for unlawful sexual intercourse with children;
- increase the penalties for dangerous driving;
- provide for the environmental regulation of finfish farming;
- improve the performance of councils and councillors through amendments to the *Local Government Act 1993*;
- provide tax incentives for the construction of new homes;
- provide for the first stage of the phasing out of suspended sentences as a sentencing option and to introduce new sentencing options in their place; and
- make provision in relation to funding of the Mersey Hospital.

## COUNTER-TERRORISM AND NATIONAL SECURITY

OSEM worked with Tasmanian Government agencies, other states and the Australian Government to develop and implement counter-terrorism law reforms agreed by the Council of Australian Governments, including:

- providing for continuing detention of terrorist offenders who pose an unacceptable risk of committing a serious terrorism offence if released;
- developing new offences for possession of instructional terrorist material and terrorism hoaxes;
- strengthening pre-charge preventative detention provisions;
- making it easier for states and territories to request support from the Australian Defence Force if required; and
- ensuring a presumption against bail or parole being granted to terrorist supporters and offenders.

OSEM continued to work with the Department of Police, Fire and Emergency Management to support Tasmanian Government participation in the Australia-New Zealand Counter-Terrorism Committee, and to arrange briefings for the Tasmanian Government on key issues of national security.



## 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.

During 2017-18 the NDIS in Tasmania expanded to include children aged 4-11 and adults aged 29-34. At 30 June 2018 3,879 Tasmanians had become NDIS participants, and an additional 537 children under 6 years accessed the NDIS Early Childhood Early Intervention program.

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

During 2017-18, we represented the Tasmanian Government at the Joint Standing Committee on the NDIS and in multilateral policy forums on key elements of NDIS design, including leading national policy work on transport in the NDIS.

Approximately 10,600 Tasmanians with disability are expected to become NDIS participants by July 2019. The Tasmanian Government is contributing over \$878 million to the NDIS over the next four years.



## ACCESSIBLE ISLAND: TASMANIA'S DISABILITY FRAMEWORK FOR ACTION 2018-2021

*Accessible Island*, Tasmania's third Disability Framework for Action, was released in January 2018. *Accessible Island* commits all Tasmanian Government agencies to work towards achieving the six outcomes of the *National Disability Strategy 2010-2020*. Three overarching principles guide its implementation - access and inclusion; collaboration; and employment. The Tasmanian Government will lead the community by example by:

- having buildings that are accessible for visitors and employees;
- providing accessible information and websites;
- providing greater employment opportunities and supporting employees in the workforce; and
- collaborating with local government, business and the not-for-profit sector to share our experiences and identify new opportunities.

In developing *Accessible Island*, Communities, Sport and Recreation consulted with the community; the Premier's Disability Advisory Council (PDAC); and Tasmanian Government agencies on the achievements of the previous *Disability Framework for Action (2013-2017)* and their future aspirations.

Agencies will continue to provide annual Disability Action Plan progress reports to PDAC. These annual reports and PDAC's regular face-to-face meetings with Heads of Agencies enable PDAC to provide real-time feedback on *Accessible Island's* implementation and emerging issues.

*Accessible Island* complements, and is supported by, the initiatives in the *Disability Justice Plan for Tasmania 2017-2020* and the *Tasmanian Carers Action Plan 2017-2020*.

## BUSINESS RESOURCE EFFICIENCY PROGRAM

The Business Resource Efficiency Program is a key action of *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* and is assisting small and medium-sized enterprises (SMEs) improve their resource efficiency, reduce waste and operating costs, and drive productivity gains.

Resource efficiency is about doing more with less; creating more value with less impact. Improving the resource efficiency of Tasmanian businesses can increase local investment, supports Tasmanian jobs, aligns with our 'clean and green' image, and better protects our environment by reducing the consumption of resources and reducing greenhouse gas emissions.

Business Action Learning Tasmania has been engaged to assist in the delivery of the Program which will run until June 2020. Up to 18 SMEs can take part in the Program which encompasses the following elements:

- introductory resource efficiency seminars;
- a comprehensive, whole-of-production waste audit for each SME;
- tailored resource efficiency improvement plans for each SME;
- one-on-one mentoring for program participants;
- action learning workshops to put plans into action; and



- program resource material for wider publication on the Tasmanian Climate Change Office website, including transferrable resource efficiency strategies and case studies.

Introductory resource efficiency seminars were held in May and June 2018 in Burnie and Launceston, attracting 22 businesses across a range of sectors including agribusiness, food and hospitality, and manufacturing.

## CLIMATE RESILIENT COUNCILS TASMANIA

The Tasmanian Climate Change Office has undertaken an assessment of Tasmania's 29 councils to gain a better understanding of how they consider climate-related risk in strategic planning processes, financial decision making and associated governance arrangements.

A sample of 17 councils participated in a more detailed study that explored the key barriers and enablers for councils in addressing climate-related risk and adaption planning.

Climate change presents a range of risks and opportunities for local government. Increasingly, councils seek to understand the projected impacts of climate change to inform decisions about the design and management of their own assets and infrastructure, operations and services for the communities they represent. Good climate change governance equips councils to support the resilience of their communities in a changing climate.

We will continue to work with the local government sector to understand the barriers and opportunities identified through the project.

## UNDERSTANDING TASMANIA'S FUTURE CLIMATE

The Tasmanian Climate Change Office has undertaken a Review of climate change research in Tasmania, which has identified a number of priority sectors for further investigation including agriculture, water infrastructure, biosecurity, tourism, aquaculture, and fisheries.

A number of priority research projects have commenced to ensure Tasmania is prepared for and is able to manage the risks and opportunities presented under a changing climate using the best available evidence. Projects include:

- Coincident Extreme Events: have emerged as a serious issue following the series of coincident extreme weather events Tasmania experienced in 2016 (drought, fire and flood). The project aims to develop an understanding of the likelihood of a range of events and natural hazards overlapping and to identify options to manage risks identified through the project.
- Enterprise Suitability Mapping: The mapping allows farmers or investors to identify potential crops or enterprises for further investigation. The project updates the existing Enterprise Suitability Mapping project to incorporate climate futures data for poppies, wheat, potatoes, wine grapes and barley.
- Climate Change Health Roundtable: The project aims to help identify and prioritise policies, programs and research in climate change and health, specific to the Tasmanian context.
- Climate-related risks and liabilities: The independent review of the *Climate Change (State Action) Act 2008* recommended that it be amended to require agencies to consider climate change in decision making. A project is underway to explore the main categories of climate-related risks and their applicability to the work of Tasmanian Government agencies.
- Onsite Waste Water Treatment: This project will provide an increased understanding of coastal areas vulnerable to onsite wastewater system failure and of management options. It is anticipated that an improved knowledge and understanding of these issues will support the development of adaptation strategies to ensure these risks are managed appropriately.

## TWWHA BUSHFIRE AND CLIMATE CHANGE RESEARCH PROJECT

In response to the 2016 bushfires, the Tasmanian Government committed \$250,000 for the Tasmanian Wilderness World Heritage Area (TWWHA) Bushfire and Climate Change Research Project, to examine both the impact of climate change on the TWWHA, and ways to improve how Tasmania prepares for and responds to bushfires in the TWWHA.

The Final Report confirms that Tasmania has well-developed bushfire management procedures but that protecting the natural and cultural values of the TWWHA will require actions that are beyond 'business-as-usual' and will require decisions and investments to be made on a whole-of-government basis.

In December 2017, the Tasmanian Government released its response. The response indicates the Government's overarching support for the 18 recommendations contained in the Final Report of the Research Project, and highlights current action in relation to implementation. The recommendations outlined in the Final Report are comprehensive, multifaceted and interrelated in nature. They yield both short and longer-term considerations for the Tasmanian Government, particularly in relation to strategic planning, resourcing and funding for the Tasmania Fire Service and Parks Tasmania.

The Tasmanian Government allocated additional funding of \$4 million over four years in the 2017-18 Budget for bushfire management in the TWWHA. This funding will be directed towards the Fuel Reduction Program, Bushfire Risk

Assessment Model, Fire Plan for the TWWHA, Model of Fire Cover and Bushfire Recovery Rehabilitation Trials.

These projects will significantly improve current knowledge gaps and capability, and prioritise strategic investment and activities to mitigate and suppress wildfires in the short, medium and long-term.

## CHARGESMART GRANTS PROGRAM

In 2018 the Tasmanian Climate Change Office delivered the ChargeSmart grants program to support electric vehicle workplace charging in Tasmania.

As a result of the program, electric vehicle charging stations are being installed at 11 workplaces including councils, schools, university campuses and a private business.

ChargeSmart forms part of the Tasmanian Government's broader commitment under *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* to support the uptake of electric vehicles.

The overarching purpose of the Government's commitment is to ensure Tasmania is prepared to capture the environmental, social and economic benefits electric vehicles will bring.

Electric vehicles, powered by Tasmania's renewable energy, have the potential to reduce emissions in the transport sector, reduce transport costs and help to improve the State's energy security.

The Tasmanian Climate Change Office has established the Tasmanian Government's Electric Vehicle Working Group to provide advice on the development of an integrated approach to support the uptake of electric vehicles in a way that maximises benefits to the State.

## FERT\$MART PROGRAM

Since 2014 the Tasmanian Climate Change Office has supported DairyTas to deliver the Fert\$mart Program to Tasmanian dairy farms.

The Program assists farmers to improve the efficiency of their fertiliser and irrigation practices. Improving fertiliser efficiency increases production capacity during ongoing climate variability, and contributes to improved environmental outcomes, including reduced emissions.

Since the Program began in 2014, 217 Tasmanian dairy farms have registered, which represents nearly 50 per cent of the State's dairy farms.

In 2017, the Tasmanian Government provided financial assistance of \$20,000 to farmers to install the infrastructure necessary to implement the effluent management component of their Fert\$mart plans. This funding provided the momentum for practical on-farm infrastructure works

totalling \$112,000 and an additional 339 hectares of land being irrigated with effluent. The installed infrastructure (eg pumps, pipes, irrigators, effluent machinery and storage tanks) provides financial savings for farmers, improved water quality and a reduction in greenhouse gas emissions.

In 2018, the Tasmanian Government is providing an additional \$27,500 to farmers to support practical on-farm infrastructure works to implement Fert\$mart plans.

## SMARTER FLEETS PROGRAM

Since 2015, the Tasmanian Climate Change Office has been taking action to improve Tasmania's vehicle fleet efficiency through the successful Smarter Fleets Program.

The Program provides tailored information, guidance and support to fleet managers to reduce their fleet costs and emissions.

Under *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* the Program has been extended to include all Tasmanian Government agency fleets.

The Program is also being extended to additional light vehicle fleets, including a program to provide tailored information and guidance to councils on how to integrate electric vehicles into their fleets. This will support local government to be electric vehicle ready as uptake increases and more electric vehicle models become available.

A further Smarter Fleets Program for heavy vehicle fleets has been developed. This Program will assist participating heavy vehicle fleets to identify and implement initiatives to improve fleet efficiency and reduce costs.

## TASMANIAN BRAND PROJECT

In 2017-18, the Policy Division continued to progress the Brand Tasmania Project by supporting the Brand Tasmania Council to transition to a statutory authority. This work has involved:

- preparing to draft legislation for tabling in the Spring 2018 session of the Tasmanian Parliament;
- investigating place brand initiatives nationally and internationally; and
- developing a Tasmanian Story for the new authority to consider, including managing consultation with the Tasmanian community.

Once established, the statutory authority will provide:

- increased resources, funding surety, permanent staff and independence from the Government of the day; and
- a contemporary, compelling and unifying narrative about Tasmania to strengthen the Tasmanian brand nationally and internationally.

Work will continue in 2018-19 to progress this initiative.

## HOUSING SUMMIT

On 15 March 2018, in response to acute housing demand in the Greater Hobart region, the Premier hosted a Housing Summit comprising key stakeholders in the housing sector.

The Policy Division provided policy and logistical support for this event, and has a lead role in implementing the outcomes of the Summit. In particular, we have:

- established and collaborated with a Housing Summit Working Group, comprising representatives from the Departments of Treasury and Finance; Communities Tasmania; and Justice, to monitor implementation of Summit Actions; and
- supported the Premier's Office in developing policy options for obtaining data to inform policy and to understand regulatory compliance in the housing sharing economy. This included participating in discussions with AirBNB and Expedia (Homeaway) on data sharing; researching policy options nationally and internationally, and providing options for regulatory and non-regulatory solutions to support data sharing and compliance.

## EMPLOYMENT PARTNERSHIP: JOBS ACTION PACKAGE

The Policy Division works with the Department of State Growth to lead the four year, \$4.1 million Jobs Action Package. The Jobs Action Package commenced in 2017 and is a partnership between the Tasmanian Government, the Tasmanian Council of Social Service and the Tasmanian Chamber of Commerce and Industry.

The Partnership addresses barriers to employment such as transport, job readiness, access to skills and training, and helps to realise the employment potential of businesses, particularly small to medium enterprises. The Jobs Action Package will be focussed in four regions: the Derwent Valley, Sorell, the West Coast and the North East.

An early initiative of the Jobs Action Package was the 'Jobs Bus' which started in February 2018 in the Derwent Valley. During the grape picking season in February and March the Jobs Bus transported 20 people from New Norfolk to Penna to work in the Jansz Vineyard. One hundred and eighty four trips were made during the season.

The workers were provided with on the job training and more than half of those were then provided with additional work at the vineyard or took up work in other industries. Planning is already underway to maximise the use of the Jobs Bus for the benefit of job seekers and employers for the start of the 2018 picking and harvest season. Due to the success of the Jobs Bus in the Derwent Valley, the Employment Partnership has funded \$120,000 to commence a Jobs Bus service in the South East area around Sorell.

## UNIVERSITY OF TASMANIA – PARTNERSHIP AGREEMENT 2015-2025

The Policy Division continued to work closely with Tasmanian Government agencies and the University of Tasmania (UTAS) progressing initiatives under the ten year Partnership Agreement. The Agreement, which runs from 2015 to 2025 provides the framework for the collaborative relationship between the Government and UTAS.

The Tasmanian Government (through the Policy Division) and UTAS both have dedicated officers that support activity under the Agreement.

Some key highlights during 2017-18 were:

- the State Government committing \$75 million towards building new campuses, restructuring course delivery and increasing student numbers across Northern Tasmania. This includes \$60 million for the Launceston campus relocation for the establishment of a Launceston Institute for Applied Science and Design;
- construction commencing on Tasmania's most ambitious cultural and arts infrastructure project – a \$96 million creative industries and performing arts development, The Hedberg;
- awarding six scholarships under the Education Inspiration Scholarship Program to support Years 11 and 12 students at risk of leaving the education system. These students are provided support to complete Years 11 and 12 and also continue to receive support for each year of the student's undergraduate degree; and
- providing a perpetual Premier of Tasmania Honours Scholarship which provides support to a student in their Masters year.

## TREATIES

The Policy Division coordinated Tasmanian Government content for Australian Government reports and appearances before United Nations Committees in relation to the implementation of the:

- International Covenant on Civil and Political Rights;
- Convention on the Elimination of All Forms of Racial Discrimination;
- Convention on the Rights of the Child and related optional protocols;
- Convention on the Rights of Persons with Disabilities;
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment; and
- Convention on the Elimination of all Forms of Discrimination against Women.





Australia is a party to seven international human rights treaties and an additional seven international human rights instruments. Australia is required to report periodically to United Nations Committees on its progress in meeting its treaty commitments. State and territory governments have responsibility for delivery of services that help Australia fulfil its international obligations. The Policy Division worked with relevant Tasmanian Government agencies to provide information for the Australian Government, illustrating how Tasmanian Government services are assisting in implementing Australia's human rights treaty obligations.

## TRADE

The Policy Division coordinated whole-of-government analysis and responses to major free trade agreement negotiations in 2017-18. These included the:

- Pacific Alliance Free Trade Agreement;
- Indonesia-Australia Comprehensive Economic Partnership; and
- Australia Hong Kong Free Trade Agreement.

## CENTENARY OF ANZAC

Communities, Sport and Recreation continued its involvement in the Centenary of ANZAC, which commemorates 100 years of service and sacrifice by Australian service men and women in all wars, conflicts and peacekeeping operations since World War One.

This year we aimed to increase Tasmanians' awareness and ongoing remembrance of Tasmania's Military History by commemorating the:

- 100th anniversary of the Battle of Polygon Wood, Belgium;
- 100th anniversary of the Battle of Bullecourt, France;
- 100th anniversary of the Battle of Be'er Sheva, Israel;
- 100th anniversary of the First Battle of Villers-Bretonneux, France;

- 75th anniversary of the Battle of El Alamein, Egypt; and
- 50th anniversary of the Battle of Fire Support Base Coral/Balmoral, Vietnam.

We commenced planning for the centenary of the World War One Armistice. We administered a fifth round of Centenary of ANZAC Grants, allowing applications for projects, events and activities relevant to the Armistice Centenary. Twelve organisations shared in \$50,000.

Tasmanians have regularly interacted with us through the Centenary of ANZAC website and Facebook page, using these to share the stories of their loved ones who have served. The website and Facebook page have helped ensure the ongoing remembrance of our service men and women and act as an educational tool for future generations.

## SUPPORT FOR INTERGOVERNMENTAL MATTERS INCLUDING THE COUNCIL OF AUSTRALIAN GOVERNMENTS

The Policy Division provides support to Government agencies in relation to intergovernmental matters such as the negotiation of national agreements and leads work across the State Service to support the Premier's participation at the Council of Australian Governments (COAG).

In 2017-18, the Policy Division worked closely with the Departments of Education; Treasury and Finance; Justice and Health and Human Services to provide timely and accurate advice to the Premier and Cabinet on the:

- National School Reform Agreement;
- Health Heads of Agreement; and
- Response to the Royal Commission into Institutional Responses to Child Sexual Abuse Final Report.

We worked with the Office of Security and Emergency Management to support the Premier at a Special Meeting of COAG on Counter-Terrorism on 5 October 2017. At this meeting, leaders agreed to a package of legislative and practical measures to strengthen nationally consistent approaches to countering terrorist threats.

With support from the Policy Division, the Secretary represented Tasmania at the 9 February 2018 COAG, as the Government had entered caretaker ahead of the election.

The Policy Division also:

- led an Interagency Working Group to provide input on the development of the *Intergovernmental Agreement on a National Framework for Responding to per- and poly-fluorinated alkyl substances (PFAS) Contamination*; and
- participated in regular national discussions through the First Ministers' Departments PFAS Group.



## 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:

1. Building strong relationships.
2. Valuing our people.
3. Focusing on results.
4. Integrating policy and services.
5. 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 possible policy advice and services to the Government of the day.



## BUILDING STRONG RELATIONSHIPS

DPAC recognises that through building strong relationships with our stakeholders we can be more responsive and provide higher quality services to our clients. The ability to work together effectively 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 in delivering 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 will deliver better outcomes. Our aim is 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 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 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 2018

DPAC's work requires us to build and maintain strong relationships across Government and other organisations outside of Government. In addition to the work already outlined in our Work Priorities, we have continued to build strong relationships in 2017-18 in the following ways.

#### Election planning project management

The 2014 Liberal Government's elected four-year term expired in March 2018. Preparing for an election is a substantial body of work and planning began approximately 12 months in advance. The Corporate and Culture Division provided a project management service to assist with the identification and allocation of work in relation to:

- providing advice to impacted staff;
- preparing for transition corporate activities;
- monitoring election promises;
- providing advice in relation to caretaker conventions; and
- other statutory and legislative requirements.

The coordinated planning across the Department allowed a smooth transition from the existing government to the incoming government, and maintained appropriate services during the Caretaker period.



#### Establishment of the Ministerial Support Unit

In March 2018, the Ministerial Support Unit (MSU) was created within the Corporate and Culture Division. The creation of the MSU brings together some of the key functions that support the Premier, Ministers and their Offices. Within the MSU are:

- the Ministerial Requests Team, which oversees much of the advice flow to and from the Premier and our Ministers' Offices;
- the Departmental Liaison Officers in the Premier's Office, who coordinate the Premier's correspondence; and
- the Ministerial Transport Service, which is the team of drivers who provide a statewide professional transport service to the Premier, Cabinet and other approved clients.



The establishment of the MSU ensures the Corporate and Culture Division has a central point of contact for key issues and priorities relating to ministerial support. For example, the MSU manages the Budget Estimates process for DPAC; and coordinates the content of the ministerial and parliamentary support staff intranet, iMin.

Having this central point allows us to tailor our internal customer focus. It lets us listen to and act on feedback from our clients in the Premier and Ministers' Offices and to find efficiencies and synergies across the various supports we provide to them.

### **Building relationships with people we work with**

The inaugural Financial Management Services / Tasmanian Institute of Sport (TIS) sport challenge was held during the year with the aim to bring together staff from both branches who are based in the North and South. It was an opportunity for staff to get to know each other in a social setting while playing lawn bowls. The winner of the event was the TIS and an annual perpetual trophy, sponsored by David Strong, was presented.

### **The PAC**

The PAC group of volunteers continues its work to improve staff morale, relationships across the agency, development opportunities, and workplace health and wellbeing.

During 2017-18, The PAC organised activities to support DPAC's mental health and wellbeing initiatives, including lunchtime yoga sessions and massage and meditation sessions. Talented staff ran learn to knit and 'yarn bomb' classes, while others contributed to a DPAC winter recipe book. Other initiatives included launching The PAC Street Library with branches in three locations, and The PAC's most popular event, the inaugural DPAC Quiz night with a staff member as quizmaster and in-house written questions.

The PAC continued to support local charities and not-for-profit organisations entering a team in DPAC's RED25 Blood Donation Drive for Australian Red Cross. The team of 58 members made 161 donations between them, which in turn saved 483 Tasmanian lives. Other events included the Corporate Dragon Boat Challenge in support of 2018 Dragons Abreast. We also ran an Easter Charity raffle where the five winners chose a charity each to donate the raffle proceeds.

# Organisational Priority 2

## – Valuing our people

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

We value 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 the whole-of-government staff survey.

### PROGRESS REPORT 30 JUNE 2018

DPAC recognises the importance of inclusive work practices in recruiting and retaining people with the right capabilities to support the outcomes in our strategic plan. During 2017-18, the Human Resources Branch developed and led the implementation of the DPAC Workforce Diversity and Inclusion Plan. The Plan, underpinned by DPAC's values, reinforced the Agency's recognition of the importance of diversity in our workforce, the need to improve and embed inclusive work practices, and support of the State Service Diversity and Inclusion Framework and Policy. The DPAC Diversity Census, and several capability initiatives, including Unconscious Bias and Valuable Conversations for managers, were key deliverables during 2017-18.

In relation to recruitment activities, DPAC updated all new Statements of Duties to encompass a contemporary statement on Workforce Diversity, Work, Health and Safety, as well as a statement to reaffirm our White Ribbon commitment. All DPAC positions advertised on [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) now include the following statement:

*'We are a diverse and inclusive workplace and understand the importance of flexibility. We want our workforce to reflect the diversity in our community. Ask how we can make this role flexible to suit you.'*

Our online learning platform, ilearn, was released to all DPAC employees during 2017-18. The platform has been used to support induction processes, with all employees now able to access Work Health and Safety and Family Violence training directly via the platform. A number of other eLearning packages have been developed to support corporate activities including attendance management, HR delegations and workplace health and safety refresher training. ilearn is used to manage attendance and face-to-face training, seminars and presentations, and to record learning and development activities for all staff.

During 2017-18, seven DPAC managers participated in the new Manager Essentials Program, developed by the State Service Management Office, in conjunction with all State Service Agencies. This contemporary program is tailored to develop the fundamental and essential management capabilities of Tasmania's State Service Managers. Leadership opportunities were made available to employees through the State Service Strategic Management Program (S3MP) and the ANZSOG Senior Executive Leadership Development Program.

Coinciding with Mental Health Week, in October 2017, DPAC ran a Mental Health Awareness campaign for all employees. The campaign aimed to reduce the stigma surrounding mental illness; encourage staff to seek help when they need it; and promote a culture where DPAC staff feel safe and supported. The campaign included articles discussing mental health and highlighting the wide range of resources to support employees and managers. During the week of the campaign, a range of different events were conducted across the Department, focusing on sharing information about mental health and providing tips for maintaining good mental health.



# Organisational Priority 3

## – Focusing on results

Aim: Organise DPAC around the results to be delivered.

We will achieve results by:

- implementing 'hot teams' across the Department 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 2018

#### Performance Measures and Risk

We have been reviewing and updating our key performance measures over the last couple of years to make sure we have measurable targets that we monitor regularly. This year the second phase of this project was completed. As a result, all Divisions within DPAC have completed a review of their performance measures, which were updated and published in the 2018-19 budget papers in June 2018.

Managing identified risks within DPAC will be simplified with the uploading of the risk profiles for each Division into the Department's Risk Management System. The System will go live in early 2018-19.

#### Supporting Government Initiatives

During the year, Financial Management Services (FMS) provided support to the Government by managing the Energy Bonus Payments to Non-Aurora Energy customers so that the Government could fulfil this commitment.

After the State election in March 2018, FMS supported and assisted the Communities, Sport and Recreation Division to deliver more than 300 payments and \$9 million to community organisations before 30 June 2018 as per the Government's election commitments.



#### Silverdome Project

Together with the Properties and Procurement Branch, the Silverdome project team has managed this capital development project valued at \$2.7 million. The project to upgrade facilities for hirers and patrons, with opportunities to use the available space more effectively, started in January 2018 and is due to be finished in early August 2018.



### **Parliament Square Redevelopment Project**

The Parliament Square Project is the redevelopment of the existing Parliament precinct in Hobart into a new office precinct for the Tasmanian Government's use, with associated retail and a new boutique hotel within existing heritage structures.

We moved staff into office accommodation in five Ministerial Suites in September 2017. This has allowed the consolidation of ministerial offices from Franklin Square, the Reserve Bank Building and the former 10 Murray Street Building into one location.

### **Office relocation of TMD and Office of eGovernment**

During the year, TMD and the Office of eGovernment (OeG) were relocated to 21 Kirksway Place as part of a broader whole-of-government office accommodation initiative.

This initiative saw TMD and OeG co-locate with the newly formed Office of the State Superannuation Commission.

To facilitate this relocation, fit-out works were undertaken to accommodate the operations of TMD, OeG and the Office of the State Superannuation Commission.

The accommodation provides a modern, open-plan office layout that is fit for purpose for all occupants.

### **Strategic Asset Management Plan – July 2017 to June 2022**

The Strategic Asset Management Plan (SAMP) describes how DPAC manages to ensure the existing assets and potential future assets are managed effectively through their life cycle.

The SAMP is developed in accordance with government guidelines produced by the Department of Treasury and Finance.

The Department's SAMP spans all Divisions within the Department, including Ministerial and Parliamentary Support. The SAMP examines the adequacy of the Department's assets to deliver all services and assesses the strategic value and risks of the assets.

The Treasurer, the Hon Peter Gutwein MP, approved the Department's SAMP on 23 November 2017.

# Organisational Priority 4

## – Integrating policy and services

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

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

### PROGRESS REPORT 30 JUNE 2018

In April 2018 a new website [www.housing.tas.gov.au](http://www.housing.tas.gov.au) was developed to support the Government's affordable housing initiatives. The website provides valuable information to Tasmanians requiring safe and affordable housing, as well as informing property owners and developers of available incentives.

In preparation for the beginning of the new Department of Communities Tasmania on 1 July 2018, our Information and Technology Services (ITS) branch implemented a new authentication server on our Office365 cloud. This allowed staff moving to the new agency to securely access the Communities Tasmania electronic records hosted at DPAC. This preliminary work will make it easier for all DPAC staff to access their electronic records securely via the web at any time and from any location.

The Department has improved our document accessibility by implementing a 'HTML First' approach. The service built by Digital Services staff automates the publication of WCAG2AA compliant documents, improving productivity by reducing the time required to publish content and making the information we hold accessible by more members of the community.

We have run workshops for each Division in DPAC about information and cyber security. These workshops provided important knowledge and skills to our staff so they can protect the Government information they have access to, their own personal information and improve their general online safety.

The Ministerial Support Unit is planning work with Information and Technology Services (ITS) to build an application to monitor the hours our Ministerial Drivers work. Traditionally, hours worked have been monitored with spreadsheets, however moving to an app will allow the Drivers and the Booking Officer to enter and monitor hours worked in real time. The app is being trialled by a pilot group and will be rolled out to the broader team in the coming months.

This innovative project will see our Drivers empowered to focus on service delivery for their clients, supported by ITS to quickly

and easily enter and monitor their hours worked.

The Ministerial Transport team has also started working across DPAC, and with other stakeholders, to standardise operating procedures. The project brings together:

- the extensive operational knowledge and experience of the Ministerial Drivers
- corporate administrative support, in creating a framework for the procedures, collaborating using an app, and producing consistent documents with corporate templates, and
- the advice of specialist officers – for example from the Communications and Protocol Unit, who work with the Drivers when hosting dignitary visits; and staff from Government House and Parliament House, where the Drivers frequently take their clients.

We began this collaboration to document and standardise our operating procedures, however we are finding other benefits arising from the project. By collaborating across a variety of teams, we are creating stronger relationships between service delivery and policy areas. We are also sharing ideas across teams about what our stakeholders need from us and how we might best meet those needs.

DPAC released its Occupational Violence and Aggression Policy in February 2018, to support the Tasmanian State Service Occupational Violence and Aggression – Statement of Principles commitment made in April 2017.

The policy pack was developed in collaboration with unions and frontline service delivery staff. The policy pack included resources and tools designed to assist with the prevention of incidents of violence and aggression by clients in the workplace with support to DPAC employees who are exposed to, or have witnessed, violence or aggression in the workplace.

The DPAC Workforce Diversity and Inclusion Action Plan 2017-18, and the Workforce Diversity and Inclusion Policy, supports the overall State Service Diversity and Inclusion Framework. Extensive consultation with community groups, unions and employees was undertaken in the development of this work. Our aim is to make the DPAC workforce diverse and inclusive, reflecting the broader Tasmanian community. This will allow DPAC to continue to deliver high quality services to the community through increased sustainability, higher productivity, better connection with the community and stronger decision making.



# Organisational Priority 5

## – Simplifying systems and processes

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

We 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 2018

Building on the implementation of a new ITS Helpdesk system started in 2016-17, the new Self Help Client Portal went live in May 2018. The Portal allows users to easily search for answers to their IT questions, request assistance, check the status of jobs and find out about any current or scheduled outages.

DPAC is the first Tasmanian Government department to implement MyPassword. Using Microsoft's Self Service Password Reset technology, users can now reset their passwords 24x7 without having to contact client services, improving the customer experience and reducing calls out of hours.

To support the ITS mobility and information security strategy, parts of our computer fleet were upgraded to highly mobile Surface Pro tablets. We have implemented hard drive encryption on the new fleet; device management for work phones, so that if they are lost we can remotely delete work information; and implemented two-step authentication as an additional layer of identity checks. This level of security is similar to many online banking sites.

In April 2018, Microsoft was the first cloud provider to gain Australian Signals Directorate (ASD) protected cloud certification. The move to DPAC's Microsoft Office365 Cloud has started, with ITS being early adopters of OneDrive, OneNote and Microsoft Teams. This lays the foundation for rolling these out to the rest of the Department in 2018-19.

### INTEGRATION AND PROCESS IMPROVEMENTS

During the year, Financial Management Services (FMS) commenced the first phase of a two-phase project to fully integrate financial staff and processes. This has included an analysis of roles within the unit, development of a new chart



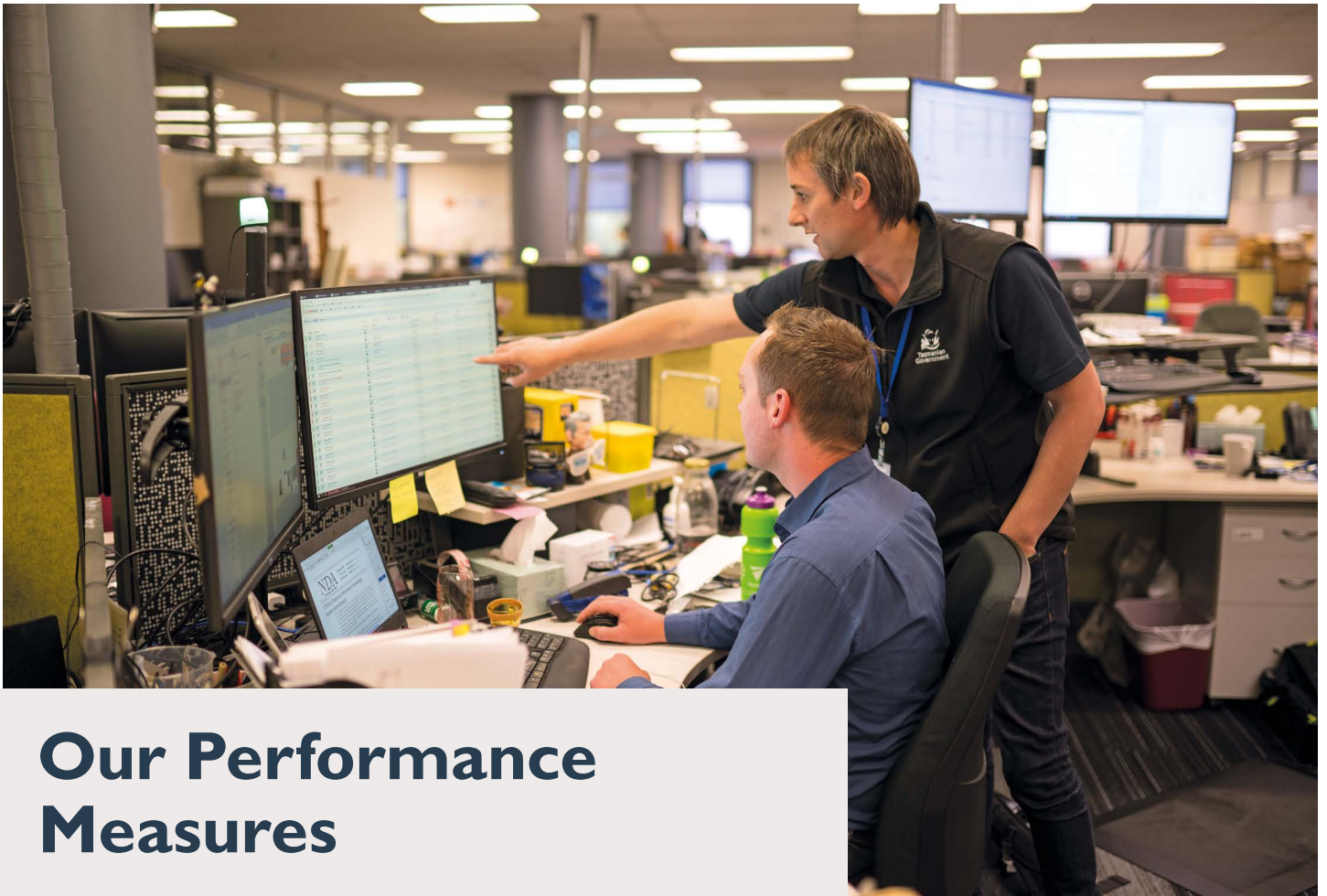
of accounts, new portable and attractive asset register, integration of roles, trialling of electronic document scanning and workflow, back system changes to support future developments in phase two and preparation for implementing the new Financial Management Act. Phase two will continue in 2018-19 and includes the rollout of the financial system to our clients and revamping our financial reports to better meet their needs.

### MEDIA LIBRARY

The Communications and Protocol Unit (CPU) introduced a new digital asset management system - the DPAC Media Library – to look after DPAC's photos, videos and logo/graphic files.

The Media Library replaces the Tasmanian Government Image Library which had reached the end of its viable life and was decommissioned in February 2018. DPAC staff were consulted on requirements for the new Media Library and the result is a user-friendly, attractive, secure and intuitive interface that enables staff to browse and store DPAC's digital assets such as photos and videos.

The new Library provides improved search functionality and user-friendly access and helps us store, find, update and manage our digital assets more easily than the previous image library.



## Our Performance Measures

In the budget chapter related to the Department in the 2017-18 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
- n/a = this was not a measure in this reporting period.

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2015-16	Actual 2016-17	Actual 2017-18
<b>Premier</b>						
<b>Output 1.1 – Strategic Policy and Advice</b>						
Selected policy outputs that meet agreed quality standards – Policy	%	Ess	90	92 <sup>1</sup>	88	100
Key client satisfaction with the delivery of policy services – Policy	%	Ess	90	Nm	86	Nm
Cabinet Advisories are submitted on time to the Cabinet Office	%	Eff	90	96 <sup>2</sup>	91	87
<b>Output 1.3 – Safe Homes, Safe Families – Tasmania's Family Violence Action Plan</b>						
Actions on schedule against milestones and timeframes in Implementation Plan	%	Eff	90	n/a	84	97
Satisfaction of key clients with delivery of policy services	%	Ess	90	n/a	n/a	86
<b>Output 2.1 – Management of Executive Government processes</b>						
High level of satisfaction with the communications and protocol assistance, advice and service provided	%	Ess	85	n/a	n/a	95
Cabinet meetings supported	Number	Act	46	46	47	41 <sup>3</sup>
Executive Council meetings supported	Number	Act	23	23	26	22 <sup>4</sup>
Official visits to Tasmania managed	Number	Act	13	17	10	10
Official functions organised	Number	Act	8	8	9	7
<b>Output 2.2 – Principal and subordinate legislation</b>						
High level satisfaction of key clients with drafting and delivery of Bills	%	Ess	85	n/a	n/a	95
High level satisfaction of key clients with the drafting and delivery of Statutory Rules	%	Ess	85	n/a	n/a	95
Updates occur to www.thelaw.tas.gov.au within two working days for new and revisions to Bills, Acts and Statutory Rules	%	Eff	85	n/a	n/a	98
<b>Output 2.3 – Tasmanian Government Courier</b>						
Change in cost of service of courier service	%	Eco	< GOE	(3.1)	(22.9)	(45.13) <sup>5</sup>
Client satisfaction with the standard of service provided by the Courier Service	%	Ess	>95	n/a	n/a	Nm
<b>Output 2.4 – Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor</b>						
Improving overall client satisfaction with the standard of service provided by corporate activities (Financial Management Services, Human Resources, Information Technology Services, Properties and Procurement)	%	Ess	75	n/a	n/a	96
<b>Output 3.2 – Management and ongoing development of Service Tasmania</b>						
Number of services provided over the counter by Service Tasmania	Number	Act	615	615	622	632
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	%	Eff	80	24	23	25
Number of calls answered by the Integrated Government Contact Centre	Number (thousands)	Act	410	278	293	276
Percentage of customers satisfied or very satisfied with their most recent contact with Service Tasmania	%	Ess	92	89	91	90
Customer satisfaction – transactions through Service Tasmania shops resulting in a formal complaint	%	Ess	.003	.002	.007	.006
<b>Output 4.1 – State Service employment and management</b>						
Industrial agreements due in year negotiated and finalised <sup>6</sup>	%	Ess	100	n/a	n/a	n/a
Section 29 matters resolved (withdrawn or agreed) <sup>7</sup>	%	Ess	80	n/a	n/a	85
<b>Professional Development</b>						
Increased completion by participants in external leadership programs (eg ANZSOG)	%	Ess	>90	n/a	n/a	100
Tasmanian Training Consortium (TTC) courses evaluated as meeting participant's expectations	%	Ess	>80	n/a	n/a	91
Increased completion by participants in State Service Leadership and Management program <sup>8</sup>	%	Ess	>90	n/a	n/a	59



Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2015-16	Actual 2016-17	Actual 2017-18
TTC annual training program delivered	%	Eff	>80	n/a	n/a	74
Whole of Service employment demographics matches community demographics by 2020 <sup>9</sup>	Ratio		Approaching 50/50	n/a	n/a	Approaching 50/50
<b>Output 5.1 Security and Emergency Management</b>						
Selected policy outputs that meet agreed quality standards – OSEM	%	Ess	90	93	77 <sup>10</sup>	76
Key client satisfaction with the delivery of policy services – OSEM	%	Ess	90	Nm	87	Nm
<b>Minister for Disability Services and Community Development</b>						
<b>Minister for Veterans' Affairs</b>						
<b>Output 6.1 – Community Development – Policy advice and ongoing community development</b>						
<b>Output 6.3 Veterans' Affairs</b>						
Selected policy outputs that meet agreed quality standards – CSR	%	Ess	90	91	94	86
Key client satisfaction with the delivery of policy services – CSR	%	Ess	92	Nm	91	Nm
New Seniors Cards issued	Number	Act	7,500	6,990	7,379	7,586
New Companion Cards issued	Number	Act	220	207	290	283
New Seniors Card program business partners	Number	Act	45	39	91	33
New business, venues and events affiliated with Companion Card program	Number	Act	5	4	7	2
Percentage of applicants satisfied with public grants program administration	%	Ess	95	98	97	99
<b>Minister for Aboriginal Affairs</b>						
<b>Output 6.2 – Office of Aboriginal Affairs</b>						
Actions on schedule against the milestones and timeframes identified in Resetting the Relationship with the Tasmanian Aboriginal community	%	Act	85	n/a	n/a	77
<b>Minister for Sport and Recreation</b>						
<b>Output 6.4 – Sport and Recreation</b>						
Performance of Tasmanian athletes at benchmark international sporting events	Number	Act	17	18	22	24
Improving trend in the financial performance of the Silverdome compared to annual budget	%	Eco	>50	n/a	n/a	
<b>Minister for Women</b>						
<b>Output 6.5 – Women's Policy</b>						
Representation of women on Government boards and committees	%	Act	40	39	40	41
<b>Minister for Environment</b>						
<b>Output 1.2 – Climate Change</b>						
Selected policy outputs that meet agreed quality standards – Climate Change	%	Ess	90	98	Nm	Nm
Key client satisfaction with the delivery of policy services <sup>1</sup> – Climate Change	%	Ess	90	Nm	95	Nm
Strategic policy initiatives completed on time	%	Eff	95	100	95	100
<b>Minister for Science and Technology</b>						
<b>Output 3.1 – Information technology and Digital Services Strategy and Policy Development</b>						
Selected policy outputs that meet agreed quality standards – OeG	%	Ess	90	97	Nm	71
Key client satisfaction with the delivery of policy services – OeG	%	Ess	90	Nm	78	Nm
<b>Output 3.3 – Delivery of IT Services</b>						
Number of fixed telephone services	Number (thousands)	Act	24	22.4	18	17.4
Number of mobile telephone and data services	Number (thousands)	Act	11	13.0	12.5	12.3
Number of broadband connection services	Number	Act	1,000	1,010	940	1,005
Number of remote access connection services	Number	Act	6,100	6,056	6,307	6,790
Number of wi-fi access points	Number	Act	3,700	3,490	4,018	5,558

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2015-16	Actual 2016-17	Actual 2017-18
Number of Government email boxes	Number (thousands)	Act	39	39.7	42	43.8
Number of Government business reports produced	Number (thousands)	Act	480	457.9	480	455.9
Number of Government payment summaries produced	Number (thousands)	Act	41	38.0	38.5	41.4
Total customer calls resolved within agreed service level agreements – TMD	%	Eff	92	94	89.4	82.7
Number of customers using TMD Finance One hosting services	Number	Act	4	4	4	4
<b>Minister for Local Government</b>						
<b>Output 7.1 – Local Government</b>						
Selected policy outputs that meet agreed quality standards – LGD	%	Ess	90	96	80 <sup>11</sup>	80
Key client satisfaction with the delivery of policy services – LGD	%	Ess	90	Nm	87	Nm
Effectiveness of complaints resolution – no decisions overturned by external review bodies	Number	Act		n/a	n/a	0
Councils' overall satisfaction with their interactions with the Local Government Division	%	Ess	85	n/a	n/a	Nm

### Explanations of Significant variations to Target

1. This figure was previously reported incorrectly as 96.
2. This figure was previously reported incorrectly as 92.
3. There was a 7 week period of caretaker government due to the Tasmanian State Election in March 2018 where no meetings were held.
4. There was a 7 week period of caretaker government due to the Tasmanian State Election in March 2018 where no meetings were held.
5. The estimated indexation factor (for General Operating Expenses) is higher than the actual percentage increase from the previous year.
6. No industrial agreements were due in 2017-18.
7. Includes matters under s29(1), s29(1A)(a) and s29(1A)(c) of the State Service Act 2000. Percentage of matters which were closed other than by a formal hearing outcome. Open matters roll into the next reporting period.
8. Twenty nine per cent of participants completed the program. Thirty seven per cent are still progressing with 4 per cent not completing (withdrawn)
9. Ratio of women/men in the Senior Executive Service.
10. This measure was previously reported incorrectly as not measured.
11. This measure was previously reported incorrectly as not measured.





## Our People and Policies

Investment in our people is critical and requires a strong strategic focus on people management and development.

We manage 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 valued, committed and accountable;
- supporting processes and practices that recognise and reward excellence, team work, customer service and professionalism;
- strengthening our leadership and people management capability; and
- ensuring our policies and practices provide transparency, honesty and fairness in the management of our people.

### STRATEGIC INITIATIVES

Our priority for 2017-18 has been on implementing the DPAC Workforce Diversity and Inclusion Action Plan, including conducting our first Diversity Census, which provided a baseline of the diversity of our workforce.

We also released ilearn, DPAC's online Learning Management System, which currently facilitates a diverse range of face-to-face learning opportunities, and offers more than 6,000 online eLearning courses to our staff.

In addition, key policies and procedures to support our strategic work were updated or released during this period, including Flexible Work, Workplace Adjustments, Workforce Diversity and Inclusion, Occupational Violence and Aggression, and Attendance Management.

Strategic projects for Performance Management and Development, Recruitment, Flexible Workplaces, and the development of a capability framework are also underway.

Moving into 2018-19, we will continue to strengthen our workforce planning processes, and embed inclusive work practices across DPAC. We will also be undertaking a complete end-to-end review of recruitment, with a focus on diversity and inclusion, as well as building our overall workforce capability to support DPAC's strategic direction.



## STAFFING INFORMATION

As at 30 June 2018, DPAC had 552 employees (471.1 paid Full-Time Equivalent (FTE)) and 156 appointees (139.4 Paid FTEs) in Ministerial and Parliamentary Support (M&PS) offices. This included Tasmanian State Servants (TSS), non-Tasmanian State Servants (non-TSS) and casual employees, and excluded employees on unpaid leave. The figures are presented below in two groups: DPAC; and Ministerial and Parliamentary Support offices.

### Paid Headcount and Paid FTE - DPAC Employees as at 30 June 2018

Divisions	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
Communities Tasmania Transition Group	1	1	2	1.00	1.00	2.00
Communities, Sport and Recreation	54	25	79	47.25	24.14	71.39
Corporate and Culture Division*	64	49	113	55.50	45.41	100.91
Local Government Division	7	6	13	6.20	5.91	12.11
Office of eGovernment	1	9	10	1.00	8.50	9.50
Office of Parliamentary Counsel	8	4	12	7.16	3.54	10.70
Office of Security and Emergency Management	2	4	6	2.00	4.00	6.00
Office of the Secretary	8	4	12	7.69	4.00	11.69
Policy Division	18	6	24	16.52	5.00	21.52
Service Tasmania	150	31	181	101.81	28.59	130.40
State Service Management Office	18	7	25	17.07	6.80	23.87
Tasmanian Climate Change Office	7	3	10	6.60	2.90	9.50
TMD	26	39	65	23.16	38.31	61.47
<b>Total</b>	<b>364</b>	<b>188</b>	<b>552</b>	<b>292.96</b>	<b>178.10</b>	<b>471.06</b>

\* The data includes three casuals to fulfil the duties of Government Courier (two) and Front of House Assistant, Silverdome (one). Data for the Corporate and Culture Division also includes 8 Government Couriers (6.2 FTEs).

### FTE Change

Total FTEs in DPAC increased from 468.9 as at 30 June 2017 to 471.1 at 30 June 2018, mainly due to additional staff in Service Tasmania (front line roles), Corporate and Culture Division and the Office of the Secretary.



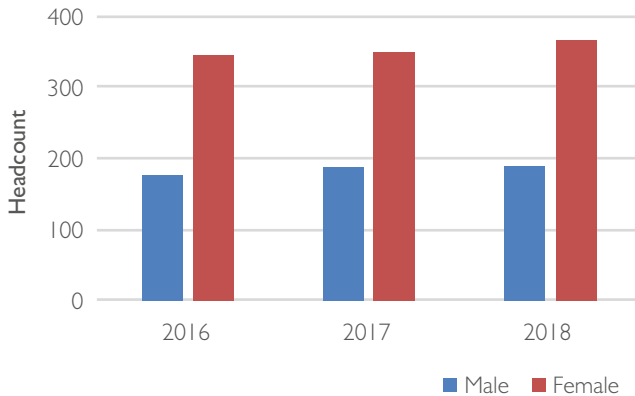
## EMPLOYEE STATISTICS – DPAC

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

#### DPAC employees by gender as at 30 June 2018

The majority of DPAC employees are female (66 per cent), with numbers remaining consistent over the past three years.

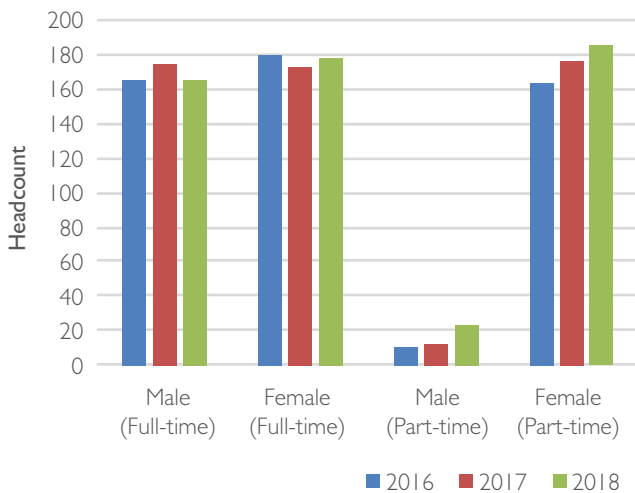
##### DPAC employees by gender



#### DPAC employees by gender and full-time / part-time employment at 30 June 2018

Part-time employment is slowly increasing, with over a third (38 per cent) of the DPAC workforce employed on a part-time basis. A majority (89 per cent) of these employees are female.

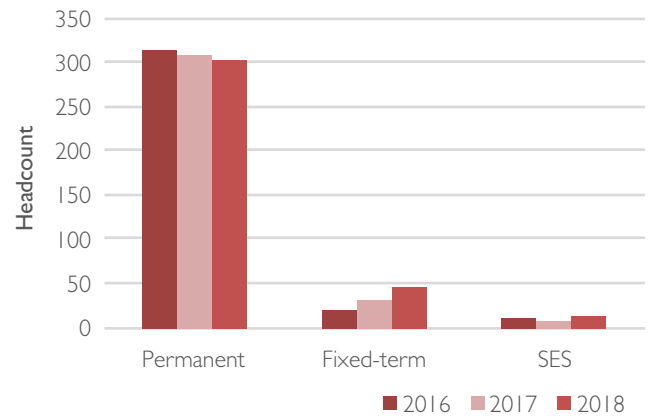
##### DPAC employees by gender and full-time/part-time employment



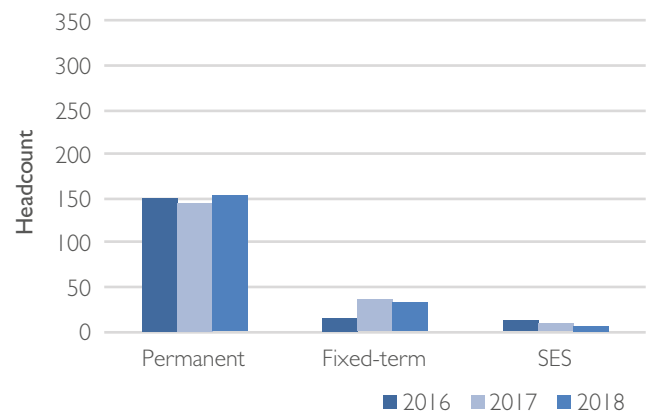
#### DPAC employees by gender and employment status as at 30 June 2018

The majority (82 per cent) of DPAC employees are permanent. This has remained consistent over the past three years.

##### DPAC employees by employment status – female



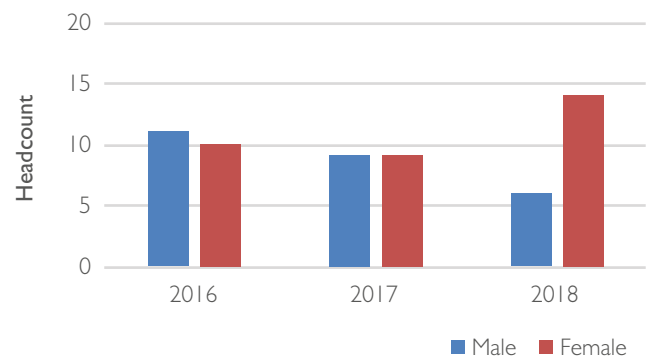
##### DPAC employees by employment status – male



#### Senior Executive by gender as at 30 June 2018

The State Service is committed to achieving 50/50 gender diversity in the Senior Executive Service, with at least 40 per cent by 2020. As at 30 June 2018, the gender profile of the Senior Executive Service in DPAC was 30 per cent male and 70 per cent female.

##### Senior Executive by gender



### Senior Executive by band as at 30 June 2018

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

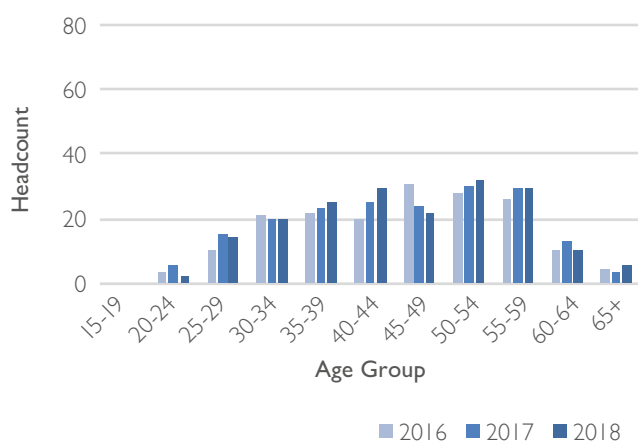
Band	2016		2017		2018	
	M	F	M	F	M	F
SES 1	5	3	2	3	1	5
SES 2	1	4	3	3	3	4
SES 3	2	1	1	1	0	2
SES 4 and above	3	2	3	2	2	3
<b>TOTAL</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>14</b>

### DPAC profile by gender and age as at 30 June 2018

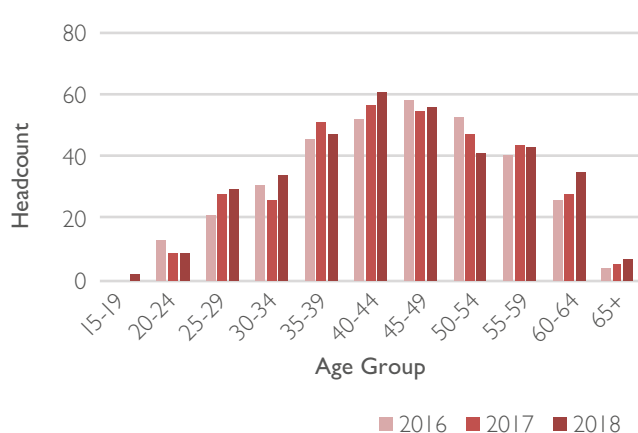
The age profile of male employees is flatter than the age profile for females, with a more even number of employees across the different age groups. The average age for both males and females within DPAC is between 44 and 45.

Youth employment (employees under 30 years) decreased slightly from 10.6 per cent of the DPAC workforce as at 30 June 2017 to 10.1 per cent as at 30 June 2018.

#### DPAC employees by age – male



#### DPAC employees by age – female

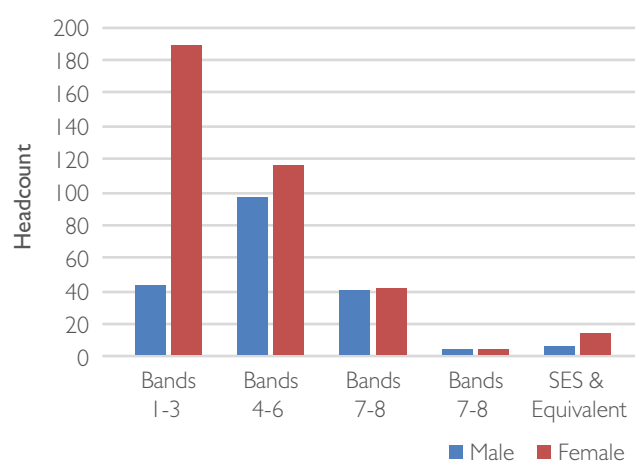


### DPAC employees by gender and classification as at 30 June 2018

The majority of females within the Department are undertaking roles classified at Band 1 to 3, with 72 per cent of these employees undertaking the role of Band 3 'Client Service Officer' within Service Tasmania.

Due to the large number of females employed in these Band 3 roles, the average (full-time) salary for females is \$82,806 compared to \$91,480 for males.

#### DPAC employees by gender and classification





## DPAC staff movements

Staff Movements 2017-18	Male	Female	Total
<b>Appointments</b>			
Permanent	12	24	36
Fixed-term	14	41	55
SES	2	4	6
<b>Total Appointments</b>	<b>28</b>	<b>69</b>	<b>97</b>
<b>Status Changes</b>			
Promotions without advertising	0	0	0
Number of conversions from Fixed-term to Permanent	0	0	0
<b>Total Status Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers/Secondments</b>			
Fixed-term transfers to DPAC as at 30 June	5	8	13
Fixed-term transfers/secondment out of DPAC as at 30 June	10	10	20
<b>Total Transfers/Secondments</b>	<b>15</b>	<b>18</b>	<b>33</b>
<b>Terminations</b>			
Resignations	7	21	28
Resignations (WRIPs)	1	0	1
Retirements (including ill health retirements)	2	2	4
Contract expiries	4	9	13
Transfers/promotions to other agencies	9	17	26
Voluntary redundancies (TNVRs)	1	2	3
Termination of SES contracts	1	0	1
Other (Deceased)	1	0	1
<b>Total Terminations</b>	<b>26</b>	<b>51</b>	<b>77</b>

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

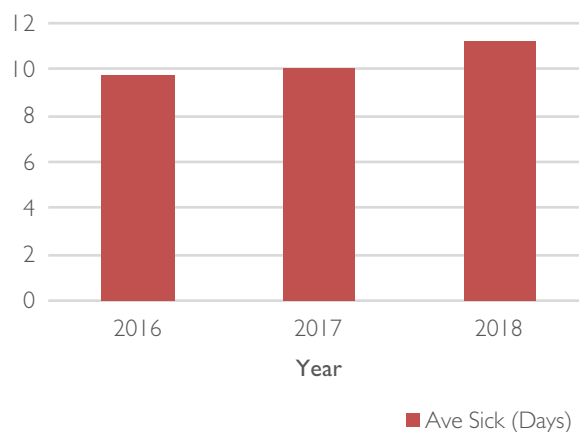
DPAC paid three TNVRs, one WRIP and ceased one SES Contract during 2017-18.

## Leave Management

### DPAC average sick leave (excluding carers' leave)

The average amount of sick leave taken per employee rose slightly during 2017-18, compared with 2016-17, from 10.1 to 11.3 days.

### DPAC average sick leave (excluding carers' leave)



### DPAC leave liability as at 30 June 2017

Recreation and Long Service Leave (LSL) as at 30 June	2016	2017	2018
Average number of days recreation leave per employee	15.2	15.1	15.6
Employees with >40 days recreation leave	21	17	22
Average number of days LSL per employee with a minimum of 10 years' service	50.0	48.4	48.3
Employees with >100 days LSL	0	0	0

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

### Paid Headcount and Paid FTE – M&PS Employees as at 30 June 2018

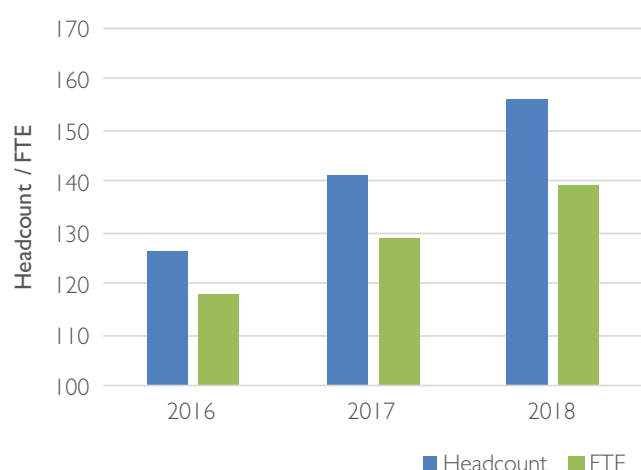
Offices	Headcount			FTE		
	Female	Male	Total	Female	Male	Total
Government Ministerial and Electorate Offices	65	41	<b>106</b>	61.32	38.50	<b>99.82</b>
Labor Opposition Office and Electorate Offices	16	10	<b>26</b>	10.35	7.90	<b>18.25</b>
Tasmanian Greens Electorate Offices	2	3	<b>5</b>	1.54	2.80	<b>4.34</b>
Leader of the Government in the Legislative Council	0	2	<b>2</b>	0.00	1.50	<b>1.50</b>
Ministerial Drivers (TSS Employees)*	0	13	<b>13</b>	0.00	12.13	<b>12.13</b>
Other Government Offices	1	3	<b>4</b>	1.00	2.40	<b>3.40</b>
<b>Total</b>	<b>84</b>	<b>72</b>	<b>156</b>	<b>74.21</b>	<b>65.23</b>	<b>139.44</b>

\* The data includes one casual Ministerial Driver.

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

#### M&PS employees by headcount and FTE as at 30 June 2018

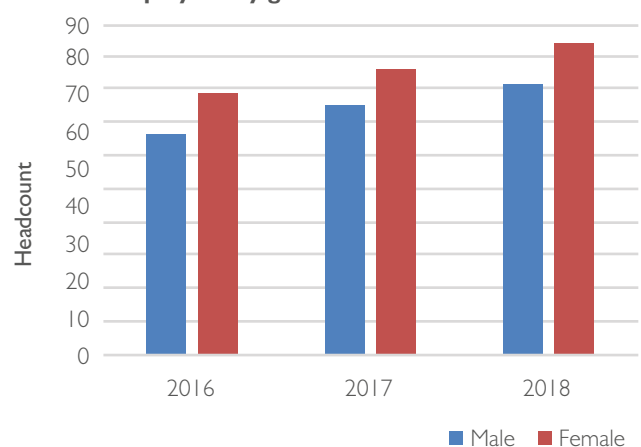
##### M&PS employees by headcount and FTE



#### M&PS employees by gender as at 30 June 2018

The gender profile is relatively balanced within M&PS, with slightly more females (54 per cent) than males (46 per cent).

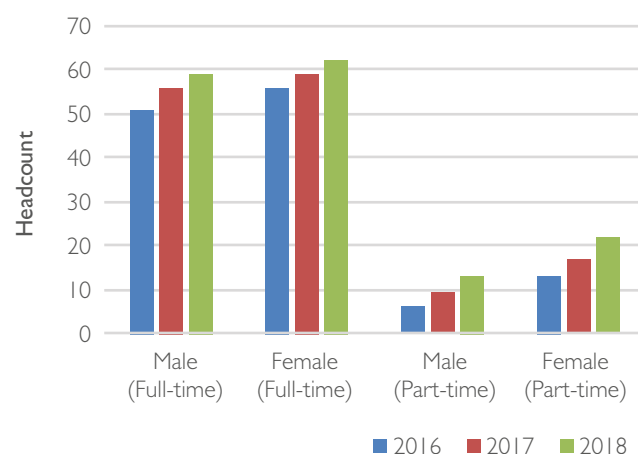
##### M&PS employees by gender



#### M&PS employees by gender and full-time/part-time employment as at 30 June 2018

Part-time employment is slowly increasing in M&PS, however only represents 22 per cent of the total M&PS workforce.

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

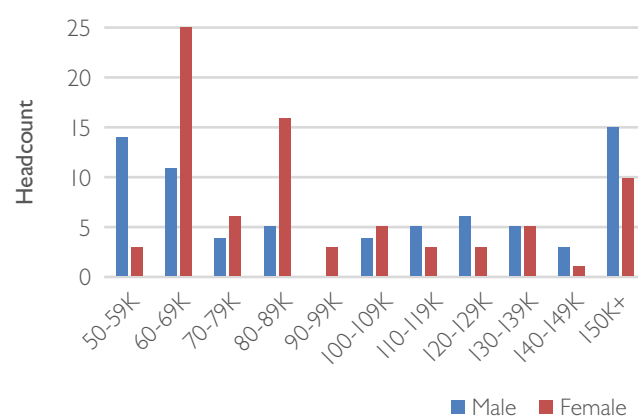


#### M&PS employees by gender and salary range as at 30 June 2018

The average salary for males is \$111,715 and the average salary for females is \$96,671. Salary excludes any 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

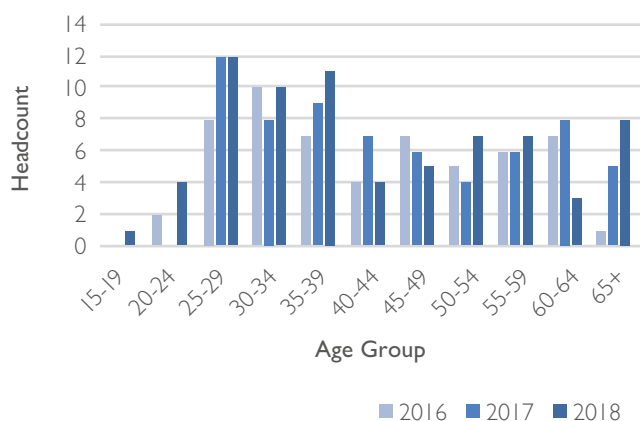


### M&PS employee profile by gender and age as at 30 June 2018

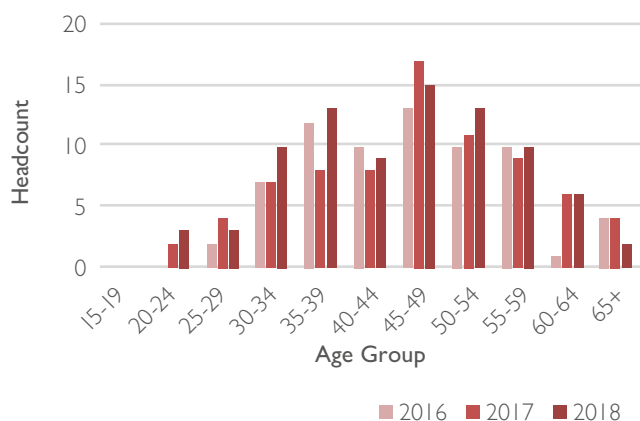
The age profile of males in M&PS is relatively flat, with a higher number of younger male employees, in comparison to the age profile of females. The average age for males is 42 and females is 45.

Youth employment (employees under 30 years) is higher in M&PS than in the Department at 14 per cent in 2017.

#### M&PS employees by age – male



#### M&PS employees by age – female



### MPS staff movements

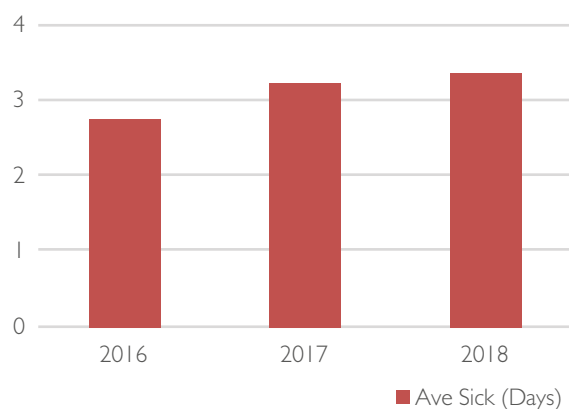
Staff movements 2017-18	Male	Female	Total
Number of employees on secondment to M&PS as at 30 June 2018	16	14	30
<b>Appointments</b>			
Number of new crown prerogative appointments	29	42	71
Number of new secondments	8	7	15
<b>Total Appointments</b>	<b>37</b>	<b>49</b>	<b>86</b>
<b>Terminations</b>			
Number of resignations	5	8	13
Number of retirements	0	0	0
Number of contract expiries	22	26	48
Number of terminations (redundancy)	0	0	0
Number of terminations (non-redundancy)	0	1	1
<b>Total Terminations</b>	<b>27</b>	<b>35</b>	<b>62</b>

### Leave Management

#### M&PS average sick leave (excluding carers' leave)

The average amount of sick leave taken increased slightly in the last year from 3.2 days during 2016-17 to 3.4 days in 2017-18.

#### M&PS employees average sick leave days taken



#### M&PS leave liability

Recreation and Long Service Leave (LSL) as at 30 June	2016	2017	2018
Average number of days recreation leave per employee	19.6	20.2	15.6
Employees with > 40 days recreation leave	13	15	11
Average number of days LSL per employee with a minimum of 10 years' service	49.42	54.2	52.7
Employees with >100 days LSL	0	0	0



## HUMAN RESOURCES ACTIVITIES

### Performance Management

We are 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 2017-18, a review of the current process was initiated, and is close to finalisation. The review has focussed on assessing the effectiveness of the PMD strategy, process and tools, and included an agency-wide survey of staff. The outcomes of the review will be incorporated into the PMD strategy and processes for the 2019-20 cycle. The emphasis will continue to be 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.

### Workplace Diversity

We are committed to achieving an inclusive and diverse workforce at DPAC, and we value the unique experiences, knowledge and skills that our employees bring to their work. Our employees are diverse in gender, languages, ethnicity, cultural background, age, sexual orientation and religious beliefs. They are also 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 us deliver on our organisational goals. We appreciate the importance of a workplace culture that treats external clients and stakeholders with respect and courtesy, regardless of their attributes.

In August 2017, the DPAC Executive released the Workforce Diversity and Inclusion Action Plan (WDIAP) 2017-18. This was developed in consultation with staff, and supports the State Service Diversity and Inclusion Framework and Policy, released by the State Service Management Office earlier in 2017. Our vision for diversity and inclusion is that: "The DPAC workforce is diverse and inclusive, reflecting the broader Tasmanian community, and delivering high quality advice and services to both government and the community".

To realise this vision, the actions in the WDIAP work towards achieving the following goals:

1. DPAC's workforce reflects the diversity of the Tasmanian community, so DPAC is recognised as a highly desirable employer.
2. DPAC policies, procedures and structures support workforce diversity and inclusion and align with whole-of-service initiatives.
3. All DPAC employees, managers and leaders visibly value diversity and embed inclusive work practices.

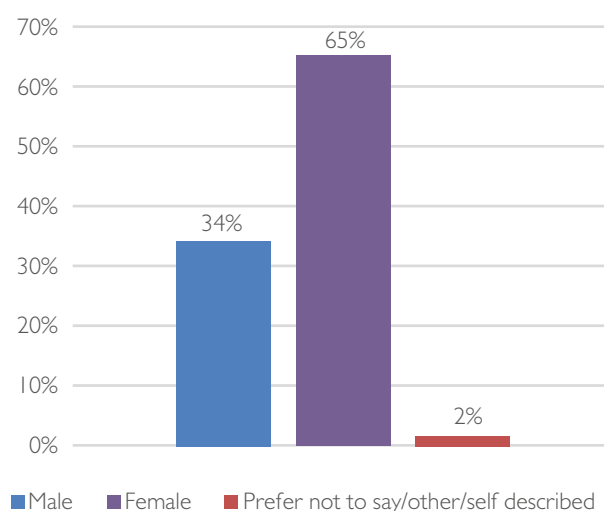
### The DPAC Diversity Census 2017

In November 2017, we conducted a Diversity Census to collect diversity demographics for the organisation. The Diversity Census was a flagship project of the WDIAP, and provided a snapshot of our baseline diversity. All staff were invited to answer a series of confidential questions about themselves, with 73 per cent of staff responding to the survey. The insights provided mean we have a better understanding of our workforce demographics, with the baseline data providing a means to measure the progress of our diversity initiatives in the future.

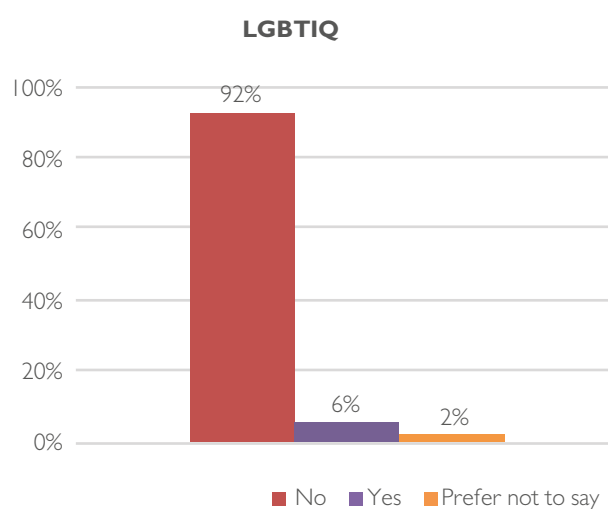
From March 2018 to May 2018, the results of the Census were shared with all staff and feedback was sought via an agency-wide consultation process. The feedback from this process will inform our next DPAC diversity and inclusion plan.

A snapshot of selected data from the Diversity Census is included below.

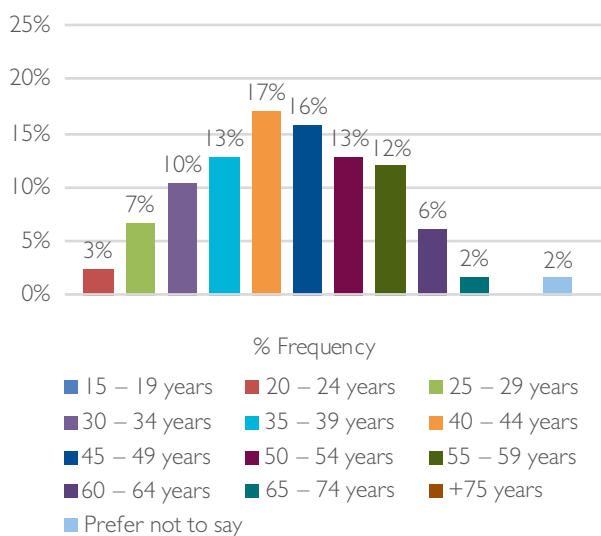
#### Gender, DPAC Diversity Census 2017



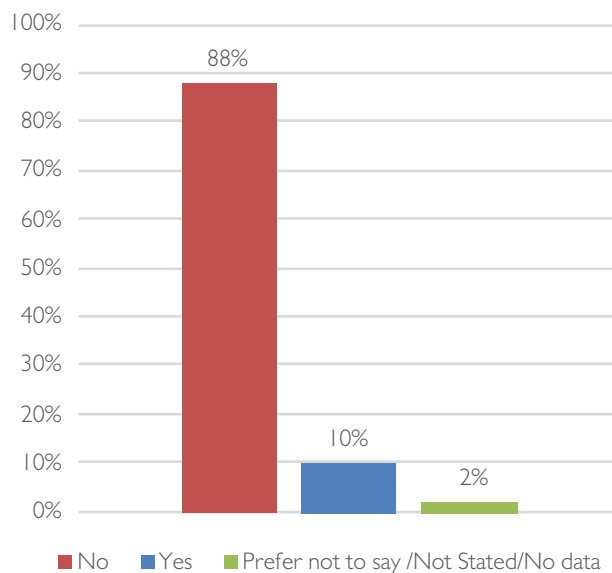
#### LGBTIQ/Sexually diverse, DPAC Diversity Census 2017



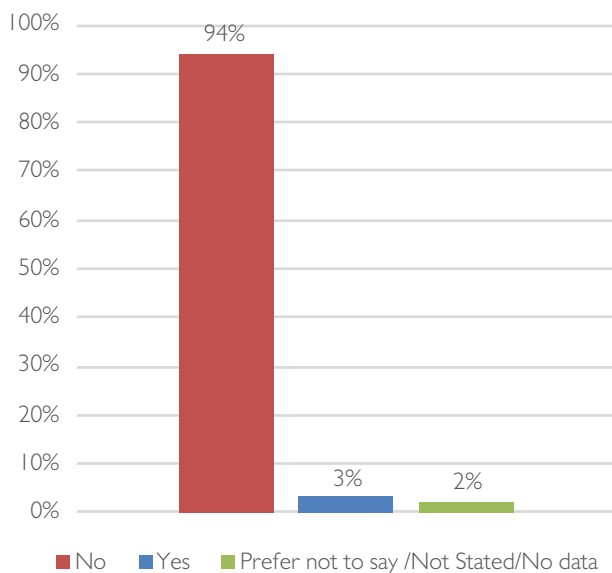
**Age, DPAC Diversity Census 2017**



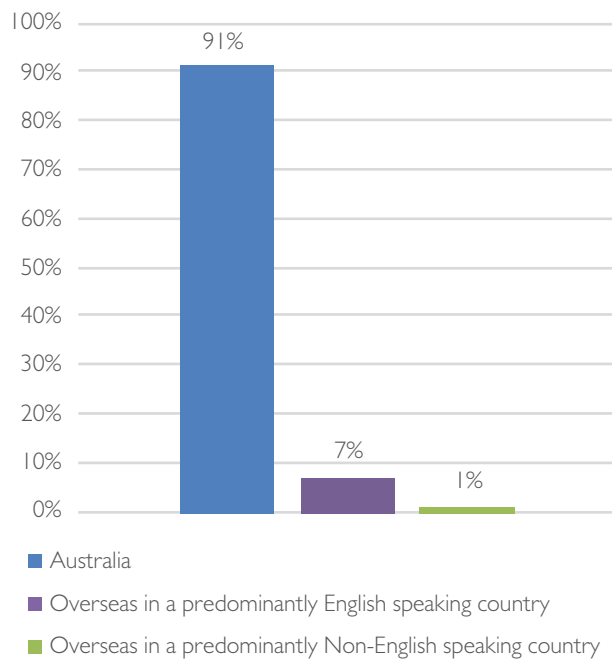
**Disability, DPAC Diversity Census 2017**



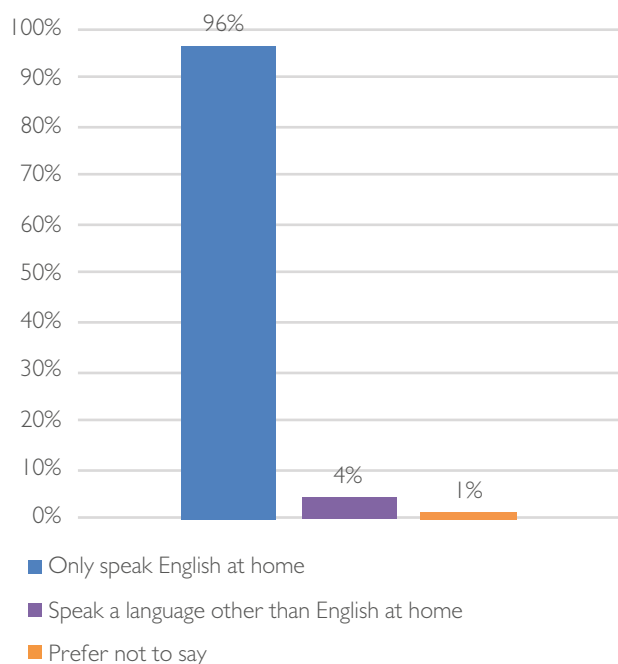
**Aboriginal and/or Torres Strait Islander, DPAC Diversity Census 2017**



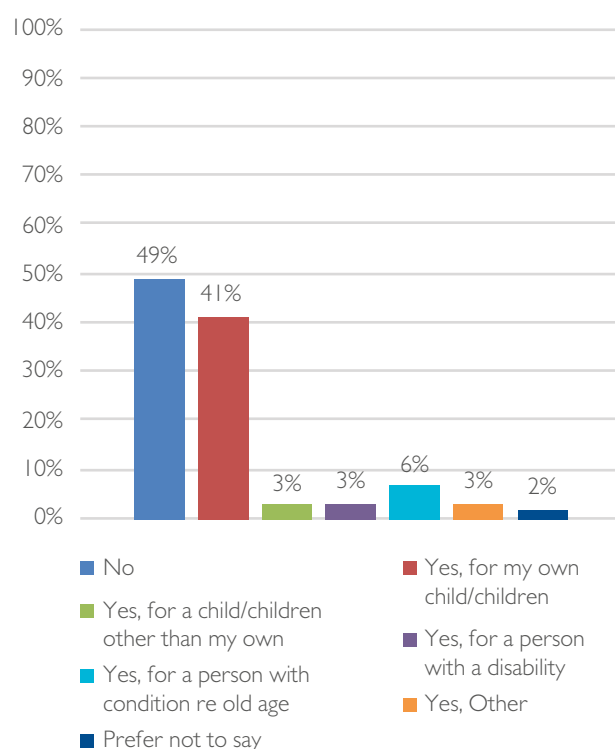
**Country of Birth, DPAC Diversity Census 2017**



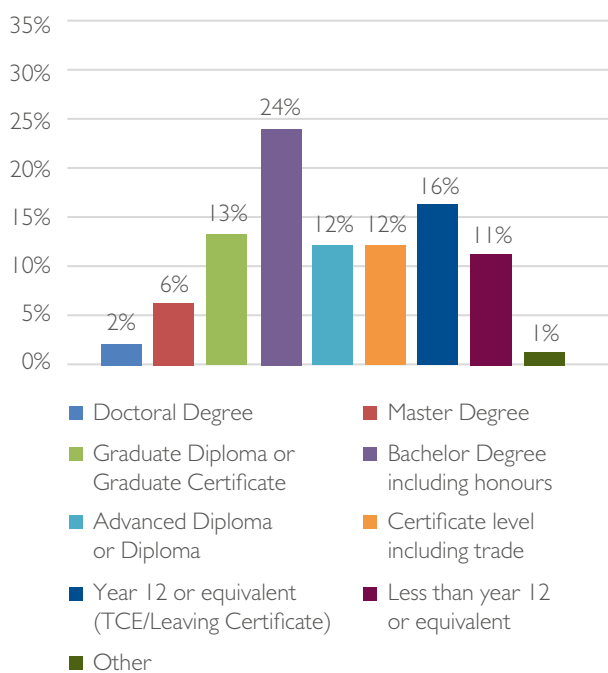
### Language Spoken at Home, DPAC Diversity Census 2017



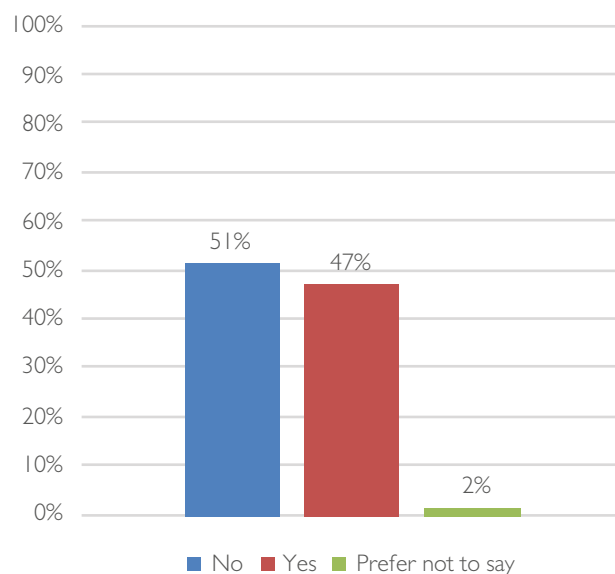
### Carers, DPAC Diversity Census 2017



### Highest Educational Attainment, DPAC Diversity Census 2017

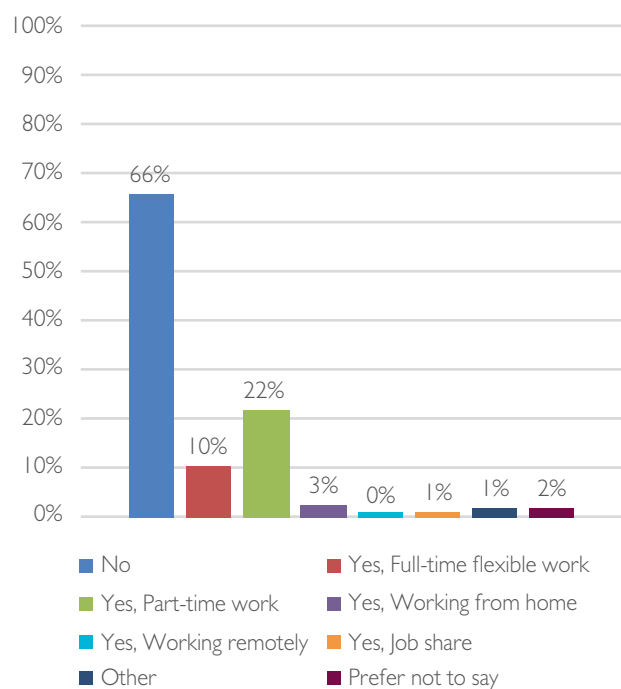


### Volunteers, DPAC Diversity Census 2017

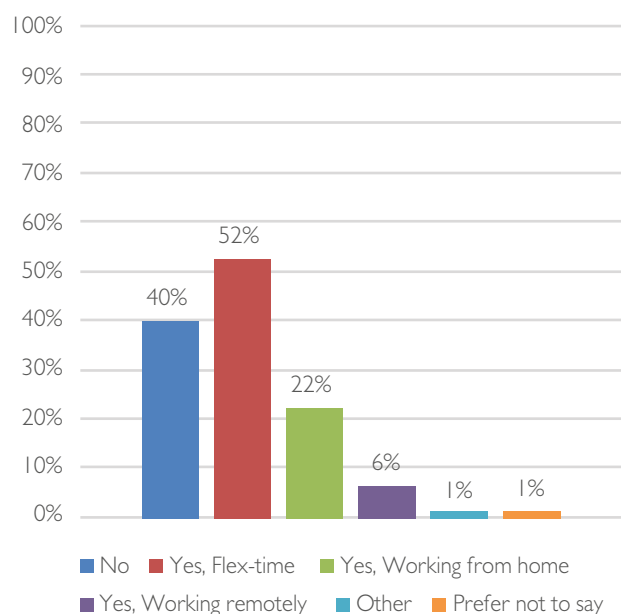




### Formal Flexible Work Arrangements, DPAC Diversity Census 2017



### Informal Flexible Work Arrangements, DPAC Diversity Census 2017



## Contemporary HR Policies, Procedures and Practices

We developed, updated and reviewed a number of HR policies, procedures and practices in 2017-18. This included the release of new policy packs on Attendance Management, Flexible Work, Workplace Adjustment and Occupational Violence and Aggression, as well as an updated pack to support our Workforce Diversity and Inclusion initiatives.

All of our HR policy packs were refreshed to reflect a more contemporary format, and the rollout of plain English principles throughout our documentation was initiated.

After extensive consultation with divisions our new HR Delegations were finalised, ensuring responsibilities and approvals relating to HR operational tasks and actions sit with appropriate positions within DPAC. The new delegations are designed to be dynamic, to change with the Agency, and to better reflect operational realities, through the simplification of our HR approval chains.

There has been a sustained focus on communication and consultation with stakeholders to support business improvement and strategic people initiatives, including the DPAC Diversity Census, Valuable Conversations training for all managers, as well as Unconscious Bias training.

## Grievance Resolution

Our 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. In addition, our 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 two formal grievances reported in the Department in 2017-18.

## 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 creating 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 has reviewed current workplace health and safety processes, including resourcing, and the Workplace Health and Safety Plan.

## Performance Measures

The following measures are used to monitor the Department's success in actively providing a safe and healthy work environment:

### DPAC

Measure	2015-16	2016-17	2017-18
Number of incidents reported	55	69	70
Number of workers' compensation claims	3	3	8
Number of First Aid Officers	29	31	32
Number of employees participating in flu vaccine program	226	204	250

### M&PS

Measure	2015-16	2016-17	2017-18
Number of incidents reported	2	6	3
Number of workers' compensation claims	0	0	3
Number of First Aid Officers	2	3	3
Number of employees participating in flu vaccine program	28	31	58



## LONG SERVICE RECOGNITION AWARDS

Each year staff who have provided services to the public for 25 and 35 years are recognised within DPAC. Staff who have provided 40 years across the Tasmanian Government, including State Owned Companies and Government Business Enterprises are also recognised. This program allows us to recognise the individual and collective contributions to the public service over a significant period of time.

In 2017-18 we recognised the following DPAC staff and congratulate them on their achievements.

Years	Name	Overview
40	Robert Cockerell	Robert commenced in the Tasmanian State Service in 1994, undertaking a number of Senior Management roles within DPIWVE and Treasury, before moving into the role of General Manager TMD in 2016. In July 2017 Robert accepted an interim role as Executive Manager, Corporate Services with TasTafe and in May 2018 he commenced in a project role with the Department of Health and Human Services.
40	Jacqueline Dawson	Jackie Dawson began as a casual typist in 1976, before joining Service Tasmania in 1998. She continued in this role until her retirement in 2017, describing customer contact as the most rewarding aspect of her role.
40	Kim Gafar	Kim started in the public service in 1976 as a Junior Clerk in the Housing Department, before moving to the Mines Department as an Accounts Clerk/Computer Programmer, and then to the State Computer Centre in 1988. He has been employed as a Senior Technical Specialist at TMD since 2001.
40	Marguerite Kemp	Marguerite has dedicated her career to communications, starting as a Switchboard Operator with Telecom in 1976, before becoming a Communications Officer within DASCA and DPAC.
25	Kerri Philpott	Kerri commenced in the State Service in 1988, working in Secretarial and Research Officer roles for Minister Peter Hodgman, Minister David Llewellyn and Treasurer Tony Rundle, before moving into Executive Officer roles within DPAC.
25	Purcelle Fox-Hughes	Purcelle commenced in the state service in 1991 as a graduate recruit before managing a statewide information service for women in the Office of the Status of Women, and then working as a Senior Policy Analyst in Women Tasmania before being promoted in CSR to her current role as Principal Liaison Officer – Women.

Years	Name	Overview
25	Alex Schouten	Alex Schouten commenced as a Policy Officer in the Tasmanian State Service in 1991. Since that time she has worked in various management roles within DHHS, Education and DPAC and held the position of Manager, Programs and Services, CSR until June 2018.
25	Diana Darcey	Di Darcey started in the State Service in 1991 and has undertaken a variety of Project and Policy roles in several agencies, including Sea Fisheries, Service Tasmania, Housing Tasmania, the Community Development Division – Disability Bureau, Disability, Housing and Community Services, Communities, Sport and Recreation in DPAC and most recently in the new Department of Communities Tasmania.
25	Vlasta Collins	Vlasta commenced in the state service in 1991 within the Department of Education, occupying various administrative positions. She then transferred to DPAC, where she has worked as an Executive Assistant since 2006.
25	Louise Mills	Louise commenced in the State Service in 1991 as a Clerk for the Department of Administrative Services & Consumer Affairs. She has undertaken a range of senior management roles with both DPIPWE and DPAC and is now Deputy Director with SSMO.

## WHITE RIBBON PROGRAM

DPAC has been a White Ribbon accredited workplace since November 2016. We continue to lead an interagency working group to progress the implementation of the White Ribbon Program across the State Service. The Working Group shares resources and training opportunities, and collaborates on White Ribbon events and activities. Membership includes representatives from all core Government agencies, including those accredited and those agencies currently working through the accreditation process.

The Department managed a number of whole-of-government and community events to raise awareness about family violence in 2017-18. On 3 August 2017, Premier Will Hodgman and the Commissioner of Police, Darren Hine, co-hosted the Tasmanian Government's White Ribbon Night event. The event was held at the Bridgewater PCYC and included students from the Jordan River Learning Federation, local community groups and support services, and representatives from all Tasmanian Government agencies.

This was followed by the White Ribbon Walk on 23 November 2017, held in recognition of the United Nations International Day for the Elimination of Violence against Women. The Walk saw approximately 1,000 members of the Tasmanian State Service and broader community stand up to violence against women and children. The event featured a screening of the Ravenswood Heights Primary School choir performing the song It's never ok, which they co-wrote with ARIA award winning musician, Rav Thomas, and produced in conjunction with Colony 47.

Internally, we have continued our commitment to taking active steps to prevent and respond to violence against women by implementing the DPAC White Ribbon Operational Plan. Key activities undertaken include:

- building manager capability on how to recognise and respond to violence against women;



- reviewing and updating our White Ribbon risk assessment;
- highlighting the flexible work options available to staff;
- holding discussions, facilitated by senior Agency leaders, about family violence and the role DPAC can play in its prevention;
- participating in the Share the Dignity #itsinthebag promotion; and
- 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.

In 2018-19, DPAC will continue to support agencies going through the White Ribbon accreditation process, and lead whole-of-government and community events to raise awareness of the importance of ending violence against women.



## SUPERANNUATION CERTIFICATE

I, Jenny Gale, 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	Flourishing Super Fund	OneAnswer Frontier Personal Super
AMP Custom Super	Ford Andrews Super Fund	Optimum Superannuation Master Plan
AMP Flexible Life Super	Generations Personal Super	PCD Super Fund
AMP Flexible Super	Gordon Family Super Fund	Percaverarose Super Fund
AMP Super Savings Trust	Greskie Superannuation Fund	Perpetual's Select Super
ANZ Australian Staff Super	Guild Retirement Fund	Powerwrap Master Plan
ANZ Smart Choice Super	Hesta Super	Q Super
AON Master Trust - Viva	Host Plus Super	Quadrant Super Scheme
Asgard Super Account	Hub24 Super Fund	RBF Contributory Scheme
Aust Catholic Super & Retirement Fund	ING Direct Super Fund	REI Super
Australian Ethical Super	IOOF Employer Super	REST Personal
Australian Super	IOOF Portfolio Service Personal Super	REST Super
Blumia Super Fund	JM & NL Mason Super Fund	Rainier Kroeze Superannuation Fund
BT Super Wrap	KA Bishop Super Fund	S&L Wiggins Super
BT Super for Life Savings	Legal & General Life Australia Ltd	SLS Seachange Super Fund
Bay Ridge Superannuation	Legal Super	Sunsuper Super Fund
CBUS Super	LifeTrack Personal Super	Tabe Family Super Fund
Care Super	Macquarie Super	Tasplan Super
Catholic Super Fund	Maritime Super Manager	Telstra Super
Chisolm-Clarke Super	Media Super	Tronson Superannuation Fund
Colonial FSFC Personal Super	Mercer Smartsuper Plan	UniSuper
Colonial FSFC Wholesale Personal Super	Mercer Super Trust	VicSuper
Commonwealth Essential Super	MLC MasterKey Super	Virgin Money Super
Commonwealth Personal Super	MLC Navigator Super	Vision Super Saver
Commonwealth Super Select	MLC Wrap Super	WA Super
Energy Super	MyNorth Super	Wagner Family Super Fund
FSP Super Fund	North Personal Super Fund	William Coats Super Fund
First State Super	One Path Integra Super	Winter Superannuation Fund
First Super	One Path MasterFund	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.



**Jenny Gale**

Secretary

Department of Premier and Cabinet

30 June 2018



## Our Divisions

### OFFICE OF THE SECRETARY

#### *About Us*

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.

### COMMUNITIES, SPORT AND RECREATION

#### *About Us*

Communities, Sport and Recreation develops and supports the opportunity for all Tasmanians to participate in community life, sport and recreation. Our focus is on building organisational and individual capacity including the development of Tasmania's high performance athletes.

We deliver 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.

We also deliver a wide range of grants to build community capacity to meet the community, sport and recreation needs of Tasmanians and use our 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.

From the 1 July 2018 Communities, Sport and Recreation will become part of the newly formed Department of Communities Tasmania.

## CORPORATE AND CULTURE DIVISION

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

- **Communications and Protocol**

### *About Us*

The Communications and Protocol Unit 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. We also manage the strategic programs in support of the priorities of the Department and Government.

- **Financial Management Services**

### *About Us*

Financial Management Services delivers a range of financial and budget services that support the operations of the Department.

These services include managing, monitoring and reporting on the Department's financial position, including preparation of the financial statements; developing and implementing the financial policy; managing and coordinating the Department's budget; maintaining and developing the Department's financial management information system; managing the Department's debtor and creditor processes; and coordinating the Department's insurance.

- **Human Resources**

### *About Us*

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

Human Resources partner with management to recruit and retain a highly qualified diverse staff, facilitate positive employee relations, train to enhance and develop employee skills, performance and job satisfaction. The Human Resources team create and implement programs and policies in collaboration with the State Service Management Office to increase organisational effectiveness.



- **Information and Technology Services**

### *About Us*

Information and Technology Services provides support to the Department of Premier and Cabinet and Ministerial and Parliamentary Support including desktop, telephone, mobile computing and cloud services; corporate, business and web applications support; records and information management support; and network, security and infrastructure services.

- **Ministerial Support Unit**

### *About Us*

The Ministerial Support Unit leads DPAC's ministerial support teams, providing specialist advice and services to a broad range of stakeholders both internal to the agency and across Government. Within the Unit are:

- the Ministerial Requests Team, which oversees much of the advice flow to and from the Premier and our Ministers' Offices;
- the Departmental Liaison Officers in the Premier's Office, who coordinate the Premier's correspondence; and
- the Ministerial Transport Service, which is the team of drivers who provide a statewide professional transport service to the Premier, Cabinet and other approved clients.





## • **Portfolio Services**

### *About Us*

Portfolio Services manages and coordinates major Parliamentary processes for the Department. These services 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 to the Premier.

## • **Properties and Procurement**

### *About Us*

Properties and Procurement manages works and services to the buildings that are occupied by the Department of Premier and Cabinet, and Ministerial and Regional Office staff.

Properties and Procurement oversee the Department's building leases and rental arrangements, capital improvements, office fit outs and refurbishments. They also manage the maintenance and repair of Departmental assets, including property maintenance and repairs, vehicle maintenance, general equipment maintenance and servicing, as well as contract cleaning and waste removal.

Properties and Procurement is responsible for the Department's vehicle fleet including cars provided under employment contracts, G-plated vehicles and parking arrangements.

Properties and Procurement coordinate the efficient supply of good and services to Business Units and Divisions as well as coordinating security procedures for the Department and manage the Courier Service.

## **LOCAL GOVERNMENT DIVISION**

### *About Us*

The Local Government Division 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, providing executive support to the Local Government Board, and ensuring regular contact between the State Government and local government at the local, regional and statewide level to explore opportunities and resolve issues.

## **OFFICE OF EGOVERNMENT**

### *About Us*

The Office of eGovernment is responsible for:

- leading the development of an ICT Strategy for Tasmanian Government;
- developing policies, standards and guidelines;
- supporting key ICT projects across the Tasmanian Government;
- supporting the governance of ICT; and
- building government statistical assets and capability through Stats Matter.





## OFFICE OF PARLIAMENTARY COUNSEL

### *About Us*

The Office of Parliamentary Counsel provides a legislative drafting service for new legislation and amendments to existing legislation as required by the Government's legislative program, preparation of relevant advice on legislative matters and maintains the electronic database of Tasmanian Legislation.

## OFFICE OF SECURITY AND EMERGENCY MANAGEMENT

### *About Us*

The Office of Security and Emergency Management supports whole-of-government strategies to prevent, prepare for, respond to, and recover from, emergencies arising from acts of terrorism, natural disasters and other emergencies. The primary focus of the Office is to assist with the implementation of Council of Australia Government reforms in the areas of natural disasters and counter terrorism.

We work 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.



## POLICY DIVISION

### *About Us*

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.

## SERVICE TASMANIA UNIT

### *About Us*

Service Tasmania's responsibility is to provide a place for government services and transactions in Tasmania. Its aim is to make it easier for the Tasmanian community, especially in rural and regional areas, to do their everyday business with government either online, over the counter or over the phone.

Service Tasmania works closely with State Government agencies to help deliver transaction and information solutions for the communities it serves, as well as forming partnerships with Commonwealth and Local Government organisations to also deliver their services through the Service Tasmania network.



## STATE SERVICE MANAGEMENT OFFICE

### About Us

The key role of the State Service Management Office 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 managing positions;
- **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.

## TASMANIAN CLIMATE CHANGE OFFICE

### About Us

The Tasmanian Climate Change Office coordinates the Tasmanian Government's climate change action in partnership with business, community and other levels of government. The TCCO has the responsibility of monitoring, analysing and reporting on Tasmania's greenhouse gas emissions.

The TCCO also provides advice to the Government on climate change matters – with a particular focus on: how Tasmania can capitalise on the opportunities from a changing climate and the development of a low-carbon economy; improve its capacity to prepare for and respond to the impacts of climate change; reduce greenhouse gas emissions; and contribute to national policy development.

The work of the 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.

## TMD

### About Us

TMD develops and provides across-government communications and business solutions, including voice and data services, commodity business services, hosting and support, whole-of-government ICT contract management, and service support.

Through the delivery of excellent service, value for investment and compelling solutions, we strive to remain the preferred provider of whole-of-government ICT solutions in Tasmania.



## Our Finances

Our financial statements for 2017-18 were certified on 13 August 2018 and submitted to the Auditor-General on 14 August 2018.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were signed on 7 September 2018.

On 14 September 2018 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 in this report.

### Department of Premier and Cabinet **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 2018 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.

**Jenny Gale**  
Secretary

7 September 2018





## 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 the Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2018 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 of certification 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 2018 and 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 required

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## INDEPENDENT AUDITOR'S REPORT

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.



**Stephen Morrison**  
**Assistant Auditor-General**  
**Delegate of the Auditor-General**

**Tasmanian Audit Office**

14 September 2018  
Hobart

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## FINANCIAL PERFORMANCE

Key indicators of DPAC's financial performance in 2017-18 and position as at 30 June 2018 include:

- There is a surplus for the financial year of \$4.863 million (compared with a deficit of \$1.747 million in 2016-17), which was due to revenue exceeding budget by \$18.495 million and expenditure exceeding budget by \$11.745 million.
- Revenue was higher than expected by \$18.495 million primarily due to increases in appropriation revenue (\$10.489 million); grant revenue (\$4.855 million); other revenue (\$2.238 million) and carried forward appropriation funds from 2016-17 of \$1.744 million.
- Expenditure was higher than expected by \$11.745 million due to: higher than expected employee benefits and superannuation (\$4.068 million); other transfer payments (\$11.173 million) and grants expenditure (\$7.386 million); offset by lower than expected expenditure for supplies and consumables (\$11.894 million).
- There is an increase of \$4.863 million in equity and net assets compared with the 2016-17 financial year, being the operating surplus 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 \$15.648 million at 30 June 2018 compared to \$12.069 million at 30 June 2017 and estimated as \$9.444 million in the budget papers for 2017-18.
- Total assets increased by \$5.102 million in 2017-18, of which \$1.545 million is the increase in buildings and \$4.617 million in financial assets, which is offset by decreases in Infrastructure and Plant, equipment and leasehold improvements (\$0.099 million) and Other non-financial assets (\$1.016 million).
- Total liabilities stayed steady with a minor increase of \$0.240 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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
<b>Appropriation Revenue from Government</b>						
Appropriation revenue – recurrent	68,389	92,469	82,597	85,111	100,623	90,134
Appropriation revenue - Works and services	250	446	420	327	1,237	2,119
Appropriation Carried Forward - Section 8A(2)	278	791	580	1,412	1,744	-
<b>Total Appropriation Revenue</b>	<b>68,917</b>	<b>93,706</b>	<b>83,597</b>	<b>86,850</b>	<b>103,604</b>	<b>92,253</b>
<b>Revenue from Special Capital Investment Funds</b>						
<b>Grants</b>	186	727	3,244	390	4,966	111
<b>Sales of Goods and Services</b>	32,828	31,630	34,332	34,931	34,729	34,678
<b>Other revenue</b>	3,309	8,076	3,902	5,500	4,852	2,614
<b>TOTAL REVENUE</b>	<b>105,240</b>	<b>134,140</b>	<b>125,075</b>	<b>127,671</b>	<b>148,151</b>	<b>129,656</b>

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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	21,930	18,502	19,174	20,241	22,105	20,226,
Support for Executive Decision Making	10,786	7,707	8,108	11,620	13,891	15,710,
Government Processes and Services	9,728	9,568	11,093	9,885	10,632	10,342,
Electronic Services for Government Agencies and the Community	12,445	12,890	14,085	13,624	14,221	14,251,
State Service Management	2,650	2,508	3,058	3,146	3,092	3,277,
Security and Emergency Management	,0	512	737	1,883	778	739,
Communities, Sport and Recreation	7,201	37,138	22,970	22,153	33,508	23,598,
Local Government	3,649	3,644	3,372	2,560	2,397	1,991
<b>TOTAL REVENUE</b>	<b>68,389</b>	<b>92,469</b>	<b>82,597</b>	<b>85,112</b>	<b>100,624</b>	<b>90,134</b>

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 Local Government to its own output group. The majority of the additional funding for government priorities was assigned to Communities, Sport and Recreation.

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				
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)
<b>TMD</b>					
TASINET charges	16,857	16,178	17,177	17,046	17,215
Computing services	5,078	5,184	5,158	5,174	4,852
Network Tasmania (NT) contract management	3,473	3,685	4,049	4,379	3,932
Human resources systems	1,581	1,747	1,768	1,722	1,850
Oracle licensing	636	691	706	456	,439
<b>Total TMD</b>	<b>27,625</b>	<b>27,485</b>	<b>28,858</b>	<b>28,777</b>	<b>28,288</b>
<b>Service Tasmania transaction fees and contributions</b>	2,798	2,633	2,971	3,013	3,335
<b>Training services – The Training Consortium</b>	1,257	993	853	1,122	1,417
<b>Legislation drafting – Office of the Parliamentary Counsel</b>	78	-	-	-	-
<b>Other</b>	1,071	521	1,650	2,019	1,689
<b>TOTAL</b>	<b>32,829</b>	<b>31,632</b>	<b>34,332</b>	<b>34,931</b>	<b>34,729</b>

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 2017-18 the revenue generated from the Network Tasmania contract management increased significantly for the third year in a row compared to 2014-15. 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 2017-18 reflects an increase in the number of transactions.



The revenue generated by training services provided by The Training Consortium (TTC) has increased significantly for the second year in a row 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 revenue in 2013-14 reflects the last year of the charging policy which ceased in 2014-15 and as a consequence increased permanent appropriation funding was provided to compensate this revenue source.

## Expenditure

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

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Employee Benefits	44,018	49,885	54,619	57,943	60,988	56,920
Superannuation	4,596	5,266	6,054	6,519	6,895	6,452
Depreciation and amortisation	1,144	1,363	1,150	1,145	1,168	801
Cost of Goods Sold	35,119	34,139	38,539	37,965	38,964	50,858
Supplies and consumables	8,962	33,725	14,588	13,234	23,793	16,407
Grants, subsidies, donations and contributions	13	2	8	46	22	14
Finance costs	11,536	12,042	-	-	-	-
Transfers to Service Tasmania lead agencies	2,181	2,090	8,349	10,271	11,173	-
Other Transfer Payments	55	53	53	6	17	-
Transfers to the Consolidated Fund	167	444	295	500	426	251
<b>Other</b>	<b>107,791</b>	<b>139,009</b>	<b>107,792</b>	<b>127,629</b>	<b>143,445</b>	<b>131,703</b>

Compared to 2016-17 total expenses increased by \$15.820 million, being employee benefits and superannuation (\$3.421 million); other transfer payments (\$0.902 million); supplies and consumables (\$0.999 million) and grants, subsidies, donations and contributions (\$10.559 million). The increase in grants, subsidies, donations and contributions and other transfer payments was due to government priorities post the 2018 election. 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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	14,386	14,149	13,969	15,309	15,909	14,003
Support for Executive Decision Making	5,130	5,289	3,321	3,614	4,091	3,581
Government Processes and Services	6,496	8,276	7,344	6,588	7,381	6,670
Electronic Services for Government Agencies and the Community	10,002	9,341	17,974	19,104	19,356	20,173
State Service Management	2,189	2,456	2,547	2,855	3,251	2,689
Office of Security and Emergency Management		410	707	754	869	557
Communities, Sport and Recreation	3,630	8,844	7,125	8,028	8,461	7,805
Local Government	2,193	1,117	1,633	1,690	1,672	1,442
<b>TOTAL EMPLOYEE COSTS</b>	<b>44,026</b>	<b>49,882</b>	<b>54,620</b>	<b>57,942</b>	<b>60,990</b>	<b>56,920</b>

\* Employee benefits 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 benefits expenditure increased by \$3.070 million compared with 2017-18. The majority of the increase is a result payments for separation payments within the Department (\$0.941 million) and MPS (\$1.079 million) and the other factors for the increase are salary indexation and progression for employees and additional staffing employed.

From an Output perspective, employee expenditure increased for Ministerial and Parliamentary Support (\$0.600 million); Support for Executive Decision Making (\$0.477 million); Government Processes and Services (\$0.793 million); Electronic Services for Government Agencies and the Community (\$0.252 million); State Service Management (\$0.396 million); Security and Emergency Management (\$0.115 million); Communities, Sport and Recreation (\$0.433 million); and was offset by a decrease in Local Government (\$0.018 million).

## Superannuation

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	1,195	1,297	1,329	1,496	1,600	1,289
Support for Executive Decision Making	626	630	389	431	495	437
Government Processes and Services	731	756	723	764	895	808
Electronic Services for Government Agencies and the Community	1,055	1,000	2,104	2,212	2,238	2,325
State Service Management	257	305	317	308	322	322
Office of Security and Emergency Management		50	89	96	111	72
Communities, Sport and Recreation	452	1,085	886	1,001	1,027	1,024
Local Government	280	144	216	211	207	176
<b>TOTAL SUPERANNUATION</b>	<b>4,596</b>	<b>5,267</b>	<b>4,596</b>	<b>6,519</b>	<b>6,895</b>	<b>6,453</b>

The variances between 2016-17 and 2017-18 are a result of the impacts on employee benefits that were detailed above.

## Depreciation and amortisation

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	59	0	18	18	22	0
Support for Executive Decision Making	77	23	24	43	77	54
Government Processes and Services	68	53	56	93	128	68
Electronic Services for Government Agencies and the Community	898	773	542	297	178	204
State Service Management		6	5	7	11	15
Office of Security and Emergency Management		0	3	3	5	0
Communities, Sport and Recreation	28	506	497	683	733	457
Local Government	14	2	4	2	15	3
<b>TOTAL DEPRECIATION AND AMORTISATION</b>	<b>1,144</b>	<b>1,363</b>	<b>1,150</b>	<b>1,146</b>	<b>1,170</b>	<b>801</b>

There is a minor increase of \$24,000 compared to 2016-17 and is explained by a decrease in depreciation charge (\$58,000) offset by an increase in amortisation charge for leasehold improvements (\$82,000).

## Supplies and consumables

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	5,253	4,839	4,695	5,036	5,547	5,750
Support for Executive Decision Making	1,990	1,510	1,035	1,115	1,656	10,368
Government Processes and Services	3,650	4,201	4,693	4,263	4,044	3,729
Electronic Services for Government Agencies and the Community	20,521	18,797	22,439	21,218	21,657	24,081
State Service Management	1,462	1,537	1,374	1,618	1,609	1,141
Office of Security and Emergency Management	0	92	113	112	111	106
Communities, Sport and Recreation	1,390	3,024	3,837	3,025	3,581	3,472
Local Government	853	139	353	962	502	341
CIP			331	616	257	1,869
<b>TOTAL SUPPLIES AND CONSUMABLES</b>	<b>35,119</b>	<b>34,140</b>	<b>38,539</b>	<b>37,965</b>	<b>38,964</b>	<b>50,857</b>

\* Supplies and consumables at an Output level in 2013-14 are understated by \$654,000 due to a mis-allocation between employee costs and supplies and consumables.

- Expenditure on supplies and consumables increased by \$0.999 million compared with 2016-17.
- From an Output perspective, planned expenditure on supplies and consumables increased for: Ministerial and Parliamentary Support (\$0.511 million); Support for Executive Decision Making (\$0.541 million); Electronic Services for Government Agencies and the Community (\$0.439 million); Communities, Sport and Recreation (\$0.556 million); and CIP (0.359 million). The increases were offset by decreases in: Government Processes and Services (\$0.218 million); and Local Government (\$0.462 million). The reasons for the material variances in Output Groups are:
  - an increase for Ministerial and Parliamentary Support is primarily due to more expenditure for information technology (\$0.062 million) and other supplies and consumables (\$0.597 million); offset by a decrease in travel and transport (\$0.117 million);
  - an increase for Support for Executive Decision Making is primarily due to more expenditure for information technology (\$0.038 million); consultants (\$0.176 million); accommodation and property maintenance (\$0.184 million); and other supplies and consumables (\$0.047 million);
  - a decrease for Government Processes and Services is primarily due to less expenditure on consultants (\$0.092 million); information technology (\$0.066 million); communications (\$0.049 million); and advertising (\$0.062 million);
  - an increase for Electronic Services for Government Agencies and Community is primarily due to more expenditure on communications (\$0.073 million); information technology (\$0.177 million); office supplies and consumables (\$0.498 million); offset by less expenditure on travel and transport (\$0.087 million); accommodation and property maintenance (\$0.097 million); and communications (\$0.099 million);
  - an increase for Communities, Sport and Recreation is primarily due to more expenditure on consultants (\$0.202 million); information technology (\$0.577 million); and office supplies and consumables (\$0.060 million); offset by less expenditure on accommodation and property maintenance (\$0.149 million); and travel and transport (\$0.110 million).
  - a decrease for Local Government is primarily due to less expenditure on consultants (\$0.494 million) offset by more expenditure on accommodation and property maintenance (\$0.041 million). The reduction in consultants is directly related to the finalisation of the Boards of Inquiry for the Huon Valley Council and Glenorchy City Council.

The variance of budget to actuals for Support for Executive Decision Making is the funding provided to Safe Homes, Safe Families is costed to office supplies and consumables for the Department by Treasury but the majority of the funding is transferred to other agencies (see Other transfer payments below).

## Grants, subsidies, donations and contributions

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	1	-	-	-	-	-
Support for Executive Decision Making	3,585	163	224	30	1,035	1,295
Government Processes and Services	1,025	657	410	494	765	770
Electronic Services for Government Agencies and the Community	-	-	-	-	-	282
State Service Management	-	-	-	-	-	166
Office of Security and Emergency Management	-	1,261	-	115	5	-
Communities, Sport and Recreation	1,737	30,184	12,779	12,295	21,985	13,895
Local Government	2,614	1,460	1,175	300	4	-
<b>TOTAL GRANTS, SUBSIDIES, DONATIONS AND CONTRIBUTIONS</b>	<b>8,962</b>	<b>33,725</b>	<b>14,588</b>	<b>13,234</b>	<b>23,794</b>	<b>16,408</b>

Expenditure on grants and subsidies increased by \$10.559 million compared with 2016-17. This is primarily the result of new government priorities assigned to us post the 2018 election totalling \$9.172 million that were paid in May and June 2018. Also, during the year the majority of the Department's 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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Electronic Services for Government Agencies and the Community	11,536	12,042	-	-	-	-
CIP	250	250				
<b>TOTAL TRANSFERS TO SERVICE TASMANIA LEAD AGENCIES</b>	<b>11,786</b>	<b>12,292</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support		-	-	21	2	-
Support for Executive Decision Making	249	149	2,527	7,347	8,315	-
Government Processes and Services	523	80	23	54	38	-
Electronic Services for Government Agencies and the Community	285	93	1,821	541	464	-
State Service Management	60	60	40	10	76	-
Office of Security and Emergency Management	146	-	1,125	-	-	-
Communities, Sport and Recreation	62	742	3,938	1,173	2,196	-
Local Government	1,001	820	-	-	84	-
<b>OTHER TRANSFER PAYMENTS</b>	<b>2,180</b>	<b>2,090</b>	<b>8,349</b>	<b>10,271</b>	<b>11,175</b>	<b>0</b>



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 2017-18 were:

- transfers to Tasmanian Government agencies (\$9.129 million):
  - DPIPWE total \$0.42 million:
    - Service Tasmania IT Support – \$0.380 million;
    - enterprise suitability mapping – \$0.030 million;
    - online energy self-audit tool – \$0.010 million;
  - State Growth total \$0.880 million - Brand Tasmania Council and related projects
  - DHHS total \$4.002 million:
    - Safe Homes Safe Families funding - \$3.962 million;
    - energy efficiency audits - \$0.040 million;
  - Education total \$0.805 million:
    - Safe Homes Safe Families funding – \$0.701 million;
    - contribution to Devonport Living City Project Manager - \$0.069 million
    - energy efficiency audits - \$0.025 million;
    - contribution to Frank MacDonald Memorial Prize – \$0.010 million;
  - Department of Justice total \$1.067 million:
    - Safe Homes Safe Families funding – \$1.057 million;
    - energy efficiency audits - \$0.010 million;
  - Police, Fire and Emergency Management total \$1.182 million:
    - Safe Homes Safe Families funding - \$1.167 million;
    - energy efficiency audits - \$0.015 million;
  - Department of Health and Human Service totals \$0.035 million for Public Health Services Climate Change Round Table 2019; and
  - other transfers - total \$0.738 million for Silverdome funding and prepayments.
- transfer payments to Local Government (\$1.651 million):
  - Hobart City Council total \$1.636 million – Centenary Of Anzac Walkway; and
  - Devonport City Council total \$0.015 million – Living City Building Operations Support Officer;
- transfers to Australian Government agencies (\$0.259 million):
  - Department of Health and Human Services total \$0.190 million - Safe Homes Safe Families funding and Housing Action Funding; and
  - Department of Justice total \$0.069 million - Safe Homes Safe Families funding.
- other transfers and payments (\$0.102 million):
  - University of Western Australia total \$0.020 million – pathways to better health education outcomes for Tasmanian Children; and
  - other transfers - total \$0.082 million for Manager Essentials Program, State Service Graduate Program and prepayments;
- transfers to Government Business Enterprises (\$0.032 million):
  - Hydro Tasmania – Special Energy Bonus funding.

## Other expenses

	Actual				Budget	
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
Ministerial and Parliamentary Support	48	56	56	90	85	-
Support for Executive Decision Making	21	163	16	20	25	18
Government Processes and Services	28	130	92	134	42	32
Electronic Services for Government Agencies and the Community	38	35	68	135	166	121
State Service Management	8	10	13	16	15	11
Office of Security and Emergency management	6	-	3	5	3	
Communities, Sport and Recreation	14	39	50	50	77	37
Local Government	10	5	-	52	12	29
<b>TOTAL OTHER EXPENSES</b>	<b>167</b>	<b>444</b>	<b>295</b>	<b>500</b>	<b>427</b>	<b>251</b>

The 2017-18 expenditure has decreased in comparison to 2016-17 due to a decrease in the workers compensation premium.

## FINANCIAL POSITION

Our financial position summarised in the following tables indicates an increase in the value of DPAC assets of \$5.102 million and an increase in liabilities of \$0.240 million, resulting in an increase in equity of \$4.863 million.

### Assets

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
<b>Assets</b>						
<b>Financial Assets</b>						
Cash and deposits	10,012	7,832	9,295	10,170	8,660	7,418
Receivables	5,029	4,678	5,305	4,724	10,851	5,475
<b>Total Financial assets</b>	<b>15,041</b>	<b>12,510</b>	<b>14,600</b>	<b>14,894</b>	<b>19,511</b>	<b>12,893</b>
<b>Non-financial assets</b>						
Plant, equipment and leasehold improvements	1,902	1,782	1,764	1,837	1,780	1,617
Infrastructure	319	143	50	42	-	368
Intangibles	261	140	294	804	861	508
Other non-financial assets	3,424	2,689	2,841	2,638	1,622	2,919
Land	-	3,402	3,820	3,120	3,120	3,820
Buildings	-	25,932	28,440	26,760	28,305	27,637
<b>Total Non-financial assets</b>	<b>5,906</b>	<b>34,088</b>	<b>37,208</b>	<b>35,201</b>	<b>35,687</b>	<b>36,869</b>
<b>TOTAL ASSETS</b>	<b>20,947</b>	<b>46,598</b>	<b>51,808</b>	<b>50,096</b>	<b>55,198</b>	<b>49,762</b>

### Financial Assets

The decrease in the closing balance for cash and deposits as at 30 June 2018 mainly reflects the decrease in Section 8A(2) Consolidated Fund Carry Forwards and planned operational and project spending of funds held as at 1 July 2017. DPAC operates four special deposit and trust funds for specific purposes:

- T520 – DPAC's operating account has a balance of \$2.906 million (compared with \$5.015 million at 30 June 2017) and the decrease in the balance is related to the reduction in Section 8A(2) Consolidated Fund Carry Forwards and planned operational and project spending of funds held as at 1 July 2017. 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 (\$0.837 million) under Section 8A(2) of the Public Account Act 1986 is being held as a carried forward to 2018-19 for Brand Tasmania; Cyber Security; SSMO State Service Employment; Local Government Governance; and Service Tasmania CIP. Funding of \$1.942 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 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 \$3.944 million (compared with \$3.049 million as at 30 June 2017). 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 \$1.628 million (compared with \$1.814 million as at 30 June 2017).
- T773 – Sport and Recreation's operating account has a balance of \$93,000 (compared with \$178,000 as at 30 June 2017) retained earnings for Sport and Recreation grants programs.

The increase in the closing balance for receivables is a result of a one-off \$4.545 million invoice raised for the Hobart Pedestrian Bridge. The funds were received in July 2018.

## Non-financial assets

The increase in the closing balance for non-financial assets is primarily due to the capital improvements at the Silverdome offset by the decreased balances for prepayments and lease make-good as at 30 June 2018 compared to 30 June 2017.

## Liabilities

	Actual					Budget
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
<b>Liabilities</b>						
<b>Financial Liabilities</b>						
Payables	2,946	2,609	2,78	2,116	3,524	3,110
Interest-bearing liabilities	-	-	1,109	709	339	339
<b>Total Financial liabilities</b>	<b>2,946</b>	<b>2,609</b>	<b>3,891</b>	<b>2,825</b>	<b>3,863</b>	<b>3,449</b>
<b>Non-financial Liabilities</b>						
Employee benefits	10,625	13,131	13,514	14,312	14,863	14,421
Other non-financial liabilities	2,621	2,527	2,686	3,027	1,719	1,320
Provisions	673	676	683	645	602	683
<b>Total Non-financial liabilities</b>	<b>13,919</b>	<b>16,334</b>	<b>16,883</b>	<b>17,984</b>	<b>17,184</b>	<b>16,424</b>
<b>TOTAL LIABILITIES</b>	<b>16,865</b>	<b>18,943</b>	<b>20,774</b>	<b>20,809</b>	<b>21,048</b>	<b>19,873</b>

### Financial liabilities

There was an increase in the closing balance for Payables (\$1.408 million), due to a billing reconciliations at TMD.

Interest-bearing liabilities relates to a loan received for TNVRs, WRIPs and SES resignation payments, which is scheduled to be paid off next year (2018-19).

### Non-financial liabilities

The increase in the closing balance for employee benefits (\$0.551million) 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 2017 \$1.744 million was carried forward to 2017-18, compared with \$0.837 million being carried forward to 2018-19 from 2017-18. The difference is a decrease of \$0.907 million;
- other revenue in advance – the closing balance was \$0.816 million at 30 June 2017 an increase of \$62,000; and
- lease incentive liability – the closing balance decreased by \$467,000 to zero due to the lease incentive liability being written-off.

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
	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2016-17 (\$'000)	2017-18 (\$'000)	2017-18 (\$'000)
<b>Equity</b>						
Reserves	5	10	3,686	3,666	3,300	3,666
Accumulated Funds	4,075	27,645	27,349	25,622	30,851	26,223
<b>TOTAL EQUITY</b>	<b>4,080</b>	<b>27,655</b>	<b>31,035</b>	<b>29,288</b>	<b>34,151</b>	<b>29,889</b>

There is an increase of \$4.863 million in equity and net assets compared with the 2016-17 financial year, being the operating deficit for the year (\$4.863 million).





# Our Compliance Report

## CARBON EMISSION REDUCTION PLAN

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

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

Notes:

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



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

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

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

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

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

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

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



## ACCESSIBILITY ACTION PLAN

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

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

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

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

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



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

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

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

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

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

## RIGHT TO INFORMATION

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

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

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

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

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

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

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

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

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

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

During 2017-18:

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

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

## **PROTECTING PRIVACY**

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

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

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

## **PUBLICATIONS**

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

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

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

## **WEBSITES**

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

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

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

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

DPAC bases its pricing policy on full-cost recovery.

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

TMD charges for telecommunications and computing services.

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

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



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

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

## PROCUREMENT

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

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

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

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

## RELATED TRUSTS AND BOARDS

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

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

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



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

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

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

## ASSET MANAGEMENT

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

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

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

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

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

## INDEPENDENT SCRUTINY (EXTERNAL AND INTERNAL)

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

The elements of this independent scrutiny include:

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

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

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

### Internal Audits

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

### External Audits

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

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

### Integrity Commission

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

## RISK AND AUDIT COMMITTEE

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

During 2017-18, membership of the Committee was:

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

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

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

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

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

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

## INTERNAL AUDIT

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

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

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

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

## LEGISLATION ADMINISTERED

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

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

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

The Department did not repeal any Acts during the year.

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

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

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

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

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

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

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

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

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

## **INTEGRITY**

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

The three primary objectives of the Integrity Commission are to:

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

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

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



## GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

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

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

## STATUTORY OFFICE HOLDERS

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

The Director has the following functions:

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

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

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

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

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# Abbreviations

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

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**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 the Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2018 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 of certification 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 2018 and 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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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 required

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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.



**Stephen Morrison**  
**Assistant Auditor-General**  
**Delegate of the Auditor-General**

**Tasmanian Audit Office**

14 September 2018  
Hobart

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## 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 2018 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.



**Jenny Gale**

Secretary

7 September 2018

# Statement of Comprehensive Income for the year ended 30 June 2018

	Notes	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Continuing Operations</b>				
<b>Revenue and other income from transactions</b>				
Appropriation revenue - recurrent	5.1	90,134	100,623	85,111
Appropriation revenue - works and services	5.1	2,119	1,237	327
Appropriation Carried Forward under Section 8A(2)	5.1	-	1,744	1,412
Grants	5.2	111	4,966	390
Sale of goods and services	5.3	34,678	34,729	34,931
Other revenue	5.4	2,614	4,852	5,500
<b>Total Revenue and other income from transactions</b>		<b>129,656</b>	<b>148,151</b>	<b>127,672</b>
<b>Expenses from transactions</b>				
Employee benefits	6.1	56,920	60,988	57,943
Superannuation	6.1	6,452	6,895	6,519
Depreciation	6.2	789	744	802
Amortisation	6.2	12	424	342
Supplies and consumables	6.3	50,858	38,964	37,965
Grants and subsidies	6.4	16,407	23,793	13,234
Finance costs	6.5	14	22	46
Other transfer payments	6.6	-	11,173	10,271
Transfers to the Consolidated Fund		-	17	6
Other expenses	6.7	251	426	500
<b>Total Expenses from transactions</b>		<b>131,703</b>	<b>143,448</b>	<b>127,628</b>
<b>Net Result from transactions (net operating balance)</b>		<b>(2,047)</b>	<b>4,703</b>	<b>44</b>
Net gain/(loss) on non-financial assets	7.1	-	(292)	(1,791)
Net gain/(loss) on liability foregone		-	451	-
<b>Net Result</b>		<b>(2,047)</b>	<b>4,863</b>	<b>(1,747)</b>
<b>Comprehensive Result</b>		<b>(2,047)</b>	<b>4,863</b>	<b>(1,747)</b>

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 3.1 of the accompanying notes.



# Statement of Financial Position as at 30 June 2018

	Notes	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Asset</b>				
<b>Financial Assets</b>				
Cash and deposits	12.1	7,418	8,660	10,170
Receivables	8.1	5,475	10,851	4,724
<b>Non-financial assets</b>				
Land	8.2	3,820	3,120	3,120
Buildings	8.2	27,637	28,305	26,760
Plant, equipment and leasehold improvements	8.2	1,617	1,780	1,837
Infrastructure	8.3	368	-	42
Intangibles	8.4	508	861	804
Other non financial assets	8.5	2,919	1,622	2,638
<b>Total Assets</b>		<b>49,762</b>	<b>55,198</b>	<b>50,096</b>
<b>Financial liabilities</b>				
Payables	9.1	3,110	3,524	2,116
Interest bearing liabilities	9.2	339	339	709
<b>Non-financial liabilities</b>				
Provisions	9.3	683	602	645
Employee benefits	9.4	14,421	14,863	14,312
Other non financial liabilities	9.5	1,320	1,719	3,027
<b>Total Liabilities</b>		<b>19,873</b>	<b>21,048</b>	<b>20,808</b>
<b>Net Assets</b>		<b>29,889</b>	<b>34,151</b>	<b>29,288</b>
<b>Equity</b>				
Reserves	11.1	3,666	3,300	3,666
Accumulated Funds		26,223	30,851	25,622
<b>Total Equity</b>		<b>29,889</b>	<b>34,151</b>	<b>29,288</b>

This Statement of Financial Position should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 3.2 of the accompanying notes.

# Statement of Cash Flows

## for the year ended 30 June 2018

	Notes	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Cash flows from operating activities</b>				
<b>Cash inflows</b>				
Appropriation receipts – recurrent		90,134	101,460	86,855
Appropriation receipts – capital		2,119	1,237	327
Receipts from non-operational capital funding - SCIF		-	-	-
Grants		111	375	431
Sale of goods and services		34,739	37,543	38,800
GST receipts		4,772	7,453	7,299
Other cash receipts		2,614	4,835	5,810
<b>Total cash inflows</b>		<b>134,489</b>	<b>152,903</b>	<b>139,521</b>
<b>Cash outflows</b>				
Employee benefits		(63,251)	(67,390)	(63,732)
GST payments		(4,772)	(8,442)	(7,368)
Borrowing costs		(14)	(15)	(32)
Supplies and consumables		(50,867)	(40,844)	(42,246)
Grants and subsidies		(16,407)	(23,510)	(13,332)
Other transfer payments		-	(11,096)	(9,900)
Transfers to the Consolidated Fund		-	(17)	(6)
Other cash payments		(249)	(426)	(500)
<b>Total cash outflows</b>		<b>(135,560)</b>	<b>(151,740)</b>	<b>(137,115)</b>
<b>Net cash from operating activities</b>	12.2	<b>(1,071)</b>	<b>1,162</b>	<b>2,406</b>
<b>Cash flows from investing activities</b>				
<b>Cash inflows</b>				
Proceeds from the disposal of non-financial assets		-	29	7
<b>Total cash inflows</b>		<b>-</b>	<b>29</b>	<b>7</b>
<b>Cash outflows</b>				
Payments for acquisition of non-financial assets		(225)	(2,331)	(1,138)
<b>Total cash outflows</b>		<b>(225)</b>	<b>(2,331)</b>	<b>(1,138)</b>
<b>Net cash used by investing activities</b>		<b>(225)</b>	<b>(2,302)</b>	<b>(1,130)</b>
<b>Cash flows from financing activities</b>				
<b>Cash outflows</b>				
Repayment of borrowings		-	(370)	(400)
<b>Total cash outflows</b>		<b>-</b>	<b>(370)</b>	<b>(400)</b>
<b>Net cash from (used by) financing activities</b>		<b>-</b>	<b>(370)</b>	<b>(400)</b>
<b>Net increase (decrease) in cash held and cash equivalents</b>		<b>(1,296)</b>	<b>(1,509)</b>	<b>875</b>
<b>Cash and cash deposits at the beginning of the reporting period</b>		<b>8,714</b>	<b>10,170</b>	<b>9,295</b>
<b>Cash and cash deposits at the end of the reporting period</b>	12.1	<b>7,418</b>	<b>8,660</b>	<b>10,170</b>

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 3.3 of the accompanying notes.

# Statement of Changes in Equity for the year ended 30 June 2018

	Contributed Equity \$'000	Reserves \$'000	Accumulated Funds \$'000	Total Equity \$'000
<b>Balance as at 1 July 2017</b>	-	3,666	25,622	29,288
Transfers to Accumulated Funds	-	(366)	366	-
Comprehensive Result	-	-	4,863	4,863
<b>Total comprehensive result</b>	-	(366)	5,229	4,863
Transactions with owners in their capacity as owners:				
Administrative restructure - net assets transferred	-	-	-	-
<b>Balance as at 30 June 2018</b>	-	3,300	30,851	34,151

	Contributed Equity \$'000	Reserves \$'000	Accumulated Funds \$'000	Total Equity \$'000
<b>Balance as at 1 July 2016</b>	(1,641)	3,686	28,991	31,035
Transfers to Accumulated Funds	1,641	(21)	(1,620)	-
Comprehensive Result	-	-	(1,747)	(1,747)
<b>Total comprehensive result</b>	1,641	(21)	(3,367)	(1,747)
Transactions with owners in their capacity as owners:				
Administrative restructure - net assets transferred	-	-	-	-
<b>Balance as at 30 June 2017</b>	-	3,666	25,622	29,288

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Notes to and forming part of the Financial Statements for the year ended 30 June 2018

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## NOTE I Administered Financial Statements

### I.1 Schedule of Administered Income and Expenses

The Department administers, but does not control, certain resources on behalf of the Government as a whole. It is accountable for the transactions involving such administered resources, but does not have the discretion to deploy resources for the achievement of the Department's objectives.

	Notes	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Administered revenue and other income from Transactions</b>				
Revenue from Government				
Appropriation revenue – Reserved by Law	14.2	6,920	7,029	6,838
<b>Total administered revenue and other income from transactions</b>		<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered expenses from transactions</b>				
Transfer to Tasmanian Community Fund	14.3	6,420	6,529	6,338
Transfer to Tasmanian Icon – State Cricket Team		500	500	500
<b>Total administered expenses from transactions</b>		<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered net result from transaction attributable to the State</b>		–	–	–
<b>Administered net result</b>		–	–	–
<b>Administered Comprehensive Result</b>		–	–	–

This Schedule of Administered Income and Expenses should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 14.1 of the accompanying notes.

The Department does not have any Administered Assets or Liabilities.

### I.2 Schedule of Administered Cash Flows

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
<b>Administered cash flows from operating activities</b>				
<b>Administered cash inflows</b>				
Appropriation receipts – Reserved by Law	14.2	6,920	7,029	6,838
<b>Total administered cash inflows</b>		<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered cash outflows</b>				
Transfer to Tasmanian Community Fund		6,420	6,529	6,338
Transfer to Tasmanian Icon – State Cricket Team		500	500	500
<b>Total Administered Cash Outflows</b>	14.3	<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered net cash from (used by) operating activities</b>		<b>-</b>	<b>-</b>	<b>-</b>

This Schedule of Administered Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 14.1 of the accompanying notes.

## NOTE 2 Departmental Output Schedules

### 2.1 Output Group Information

Comparative information has not been restated for external administrative restructures. Budget information refers to original estimates and has not been subject to audit.

#### (I) Ministerial And Parliamentary Support Output Group

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<i>Output Group I – Support For Members of Parliament</i>			
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	20,226	22,105	20,241
Other revenue	815	1,023	853
<b>Total Revenue and other income from transactions</b>	<b>21,041</b>	<b>23,128</b>	<b>21,094</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	13,443	15,887	15,289
Other Employee Expenses	63	22	20
Superannuation	1,289	1,600	1,496
Depreciation	-	2	-
Amortisation	-	20	17
Supplies and consumables			
Advertising and promotion	-	65	92
Communications	277	321	365
Consultants	-	5	3
Information technology	201	228	166
Maintenance	243	35	55
Operating lease costs	-	340	386
Other employee related expenses	497	32	45
Other supplies and consumables	840	1,126	532
Property services	2,991	2,805	2,685
Travel and transport	1,198	590	707
Finance costs	-	2	4
Other transfer payments	-	-	21
Other expenses	-	85	90
<b>Total Expenses from transactions</b>	<b>21,042</b>	<b>23,164</b>	<b>21,972</b>
<b>Net Result from transactions (net operating balance)</b>	<b>(1)</b>	<b>(35)</b>	<b>(877)</b>
<b>Other economic flows included in net result</b>			
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Result</b>	<b>(1)</b>	<b>(35)</b>	<b>(877)</b>
<b>Comprehensive Result</b>	<b>(1)</b>	<b>(35)</b>	<b>(877)</b>
<b>Expense by output</b>			
I.1 Support for Ministers and certain Parliamentary Office Holders	16,644	18,671	17,530
I.2 Support for Members of the House of Assembly	4,398	4,492	4,442
<b>Total</b>	<b>21,042</b>	<b>23,164</b>	<b>21,972</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		588	535
Total liabilities incurred for Output		(3,586)	(3,555)
<b>Net Assets deployed for Output Group</b>		<b>(2,998)</b>	<b>(3,020)</b>

(ii) Departmental Output Groups

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<i>Output Group 1 – Support for Executive Decision Making</i>			
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	15,710	13,891	11,620
Section 8A(2) carry forward revenue	-	834	533
Grants	-	308	293
Sales of Goods and services	-	-	9
Other revenue	-	11	265
<b>Total Revenue and other income from transactions</b>	<b>15,710</b>	<b>15,044</b>	<b>12,720</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	3,489	4,082	3,611
Other Employee Expenses	-	9	3
Superannuation	437	495	431
Depreciation	54	14	13
Amortisation	-	63	30
Supplies and consumables			
Advertising and promotion	165	120	31
Board members fees	-	1	-
Communications	96	88	82
Consultants	507	636	460
Information technology	64	39	1
Maintenance	5	139	2
Operating lease costs	-	25	27
Other employee related expenses	92	62	46
Other supplies and consumables	8,932	101	54
Property services	480	389	342
Travel and transport	119	56	70
Grants and transfer payments	1,295	1,035	30
Finance costs	-	1	2
Other transfer payments	-	8,315	7,347
Contributions provided	1	-	-
Other expenses	17	25	20
<b>Total Expenses from transactions</b>	<b>15,753</b>	<b>15,693</b>	<b>12,602</b>
<b>Net Result from transactions (net operating balance)</b>	<b>(43)</b>	<b>(650)</b>	<b>118</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	-	9
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>-</b>	<b>9</b>
<b>Net Result</b>	<b>(43)</b>	<b>(650)</b>	<b>127</b>
<b>Comprehensive Result</b>	<b>(43)</b>	<b>(650)</b>	<b>127</b>
<b>Expense by output</b>			
I.1 Strategic Policy & Advice	4,618	4,967	3,822
I.2 Climate Change	2,210	2,369	1,612
I.3 Safe Homes, Safe Families - FVAP	8,925	8,357	7,169
<b>Total</b>	<b>15,753</b>	<b>15,693</b>	<b>12,602</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		1,129	2,243
Total liabilities incurred for Output		(1,601)	(1,903)
<b>Net Assets deployed for Output Group</b>		<b>(472)</b>	<b>340</b>



<i>Output Group 2 – Government Processes and Services</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	10,342	10,632	9,885
Grants	79	113	98
Sales of Goods and services	1,076	-	122
Other revenue	105	364	787
<b>Total Revenue and other income from transactions</b>	<b>11,602</b>	<b>11,108</b>	<b>10,892</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	6,515	7,352	6,546
Other Employee Expenses	-	29	42
Superannuation	808	895	764
Depreciation	68	24	28
Amortisation	-	104	64
Supplies and consumables			
Advertising and promotion	148	101	163
Communications	108	171	220
Consultants	70	46	138
Information technology	802	1,361	1,427
Maintenance	71	32	22
Operating lease costs	-	99	105
Other employee related expenses	155	115	82
Other supplies and consumables	1,638	688	715
Property services	737	1,310	1,257
Travel and transport	155	121	134
Grants and transfer payments	770	765	494
Finance costs	14	16	35
Other transfer payments	-	38	54
Transfers to the Consolidated Fund	-	1	1
Other expenses	32	42	134
<b>Total Expenses from transactions</b>	<b>12,091</b>	<b>13,308</b>	<b>12,425</b>
<b>Net Result from transactions (net operating balance)</b>	<b>(489)</b>	<b>(2,200)</b>	<b>(1,533)</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	-	21
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>-</b>	<b>21</b>
<b>Net Result</b>	<b>(489)</b>	<b>(2,200)</b>	<b>(1,512)</b>
<b>Comprehensive Result</b>	<b>(484)</b>	<b>(2,200)</b>	<b>(1,512)</b>
<b>Expense by output</b>			
2.1 Mgmt of Executive Govt Processes	6,026	7,571	6,887
2.2 Principal & Subordinate Legislation	3,015	3,159	2,924
2.3 Tasmanian Government Courier	668	667	651
2.4 Corp Supp to Parliamentary Offices	2,382	1,911	1,963
<b>Total</b>	<b>12,091</b>	<b>13,308</b>	<b>12,425</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		1,162	981
Total liabilities incurred for Output		(2,849)	(3,081)
<b>Net Assets deployed for Output Group</b>		<b>(1,687)</b>	<b>(2,100)</b>

<i>Output Group 3 – Electronic Services for Government Agencies</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	14,251	14,221	13,624
Sales of Goods and services	31,733	31,823	31,979
Other revenue	1	197	(50)
<b>Total Revenue and other income from transactions</b>	<b>45,985</b>	<b>46,241</b>	<b>45,553</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	19,643	19,269	19,012
Other Employee Expenses	-	87	92
Superannuation	2,325	2,238	2,212
Depreciation	192	151	280
Amortisation	12	27	18
Supplies and consumables			
Advertising and promotion	7	40	56
Communications	15,163	14,555	14,482
Consultants	360	188	287
Information technology	3,081	2,367	2,190
Maintenance	63	48	122
Operating lease costs	31	119	130
Other employee related expenses	593	126	157
Other supplies and consumables	2,744	1,905	1,407
Property services	2,229	2,093	2,116
Travel and transport	403	184	271
Grants and transfer payments	32	-	-
Finance costs	-	1	1
Other transfer payments	-	464	541
Contributions provided	1	-	-
Other expenses	57	166	135
<b>Total Expenses from transactions</b>	<b>46,935</b>	<b>44,028</b>	<b>43,509</b>
<b>Net Result from transactions (net operating balance)</b>	<b>(950)</b>	<b>2,213</b>	<b>2,044</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	139	6
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>139</b>	<b>6</b>
<b>Net Result</b>	<b>(950)</b>	<b>2,353</b>	<b>2,050</b>
<b>Comprehensive Result</b>	<b>(950)</b>	<b>2,353</b>	<b>2,050</b>
<b>Expense by output</b>			
3.1 ICT Policy Development & Implementation	1,621	1,829	1,298
3.2 Management & Ongoing Development of Service Tasmania	15,968	16,420	15,709
3.3 Delivery of IT Services	29,346	25,778	26,501
<b>Total</b>	<b>46,935</b>	<b>44,028</b>	<b>43,509</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		12,662	12,692
Total liabilities incurred for Output		(7,424)	(7,674)
<b>Net Assets deployed for Output Group</b>		<b>5,237</b>	<b>5,018</b>

<i>Output Group 4 – State Service Management</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	3,277	3,092	3,146
Sales of Goods and services	1,118	2,002	1,609
Other revenue	-	361	404
<b>Total Revenue and other income from transactions</b>	<b>4,395</b>	<b>5,454</b>	<b>5,159</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	2,549	2,735	2,469
Other Employee Expenses	-	516	386
Superannuation	322	322	308
Depreciation	15	2	1
Amortisation	-	9	5
Supplies and consumables			
Advertising and promotion	39	8	10
Communications	23	18	22
Consultants	4	80	36
Information technology	102	153	140
Maintenance	2	2	1
Operating lease costs	-	24	22
Other employee related expenses	140	56	25
Other supplies and consumables	712	1,040	1,082
Property services	208	239	256
Travel and transport	51	19	22
Grants and transfer payments	166	-	-
Finance costs	-	1	1
Other transfer payments	-	76	10
Other expenses	11	15	16
<b>Total Expenses from transactions</b>	<b>4,344</b>	<b>5,316</b>	<b>4,815</b>
<b>Net Result from transactions (net operating balance)</b>	<b>51</b>	<b>139</b>	<b>345</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	-	1
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Net Result</b>	<b>51</b>	<b>139</b>	<b>346</b>
<b>Comprehensive Result</b>	<b>51</b>	<b>139</b>	<b>346</b>
<b>Expense by output</b>			
4.1 State Service Employment & Mgmt	4,344	5,316	4,815
<b>Total</b>	<b>4,344</b>	<b>5,316</b>	<b>4,815</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		1,617	938
Total liabilities incurred for Output		(1,539)	(1,071)
<b>Net Assets deployed for Output Group</b>		<b>78</b>	<b>(133)</b>

<i>Output Group 5 – Security and Emergency Management</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	739	778	1,883
Sales of Goods and services	-	9	227
Other revenue	-	123	195
<b>Total Revenue and other income from transactions</b>	<b>739</b>	<b>910</b>	<b>2,305</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	540	868	754
Other Employee Expenses	-	1	-
Superannuation	72	111	96
Depreciation	-	1	1
Amortisation	-	4	2
Supplies and consumables			
Advertising and promotion	-	1	1
Communications	18	11	20
Consultants	-	17	33
Information technology	19	11	10
Maintenance	1	1	-
Operating lease costs	-	2	2
Other employee related expenses	17	4	2
Other supplies and consumables	25	13	8
Property services	6	21	23
Travel and transport	37	30	12
Grants and transfer payments	-	5	115
Finance costs	-	-	-
Other transfer payments	-	-	1,125
Other expenses	3	5	3
<b>Total Expenses from transactions</b>	<b>738</b>	<b>1,106</b>	<b>2,207</b>
<b>Net Result from transactions (net operating balance)</b>	<b>1</b>	<b>(196)</b>	<b>98</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	-	1
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Net Result</b>	<b>1</b>	<b>(196)</b>	<b>99</b>
<b>Comprehensive Result</b>	<b>1</b>	<b>(196)</b>	<b>99</b>
<b>Expense by output</b>			
5.1 Security & Emergency Management	738	1,106	2,207
<b>Total</b>	<b>738</b>	<b>1,106</b>	<b>2,207</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		(59)	203
Total liabilities incurred for Output		(188)	(246)
<b>Net Assets deployed for Output Group</b>		<b>(247)</b>	<b>(43)</b>



<i>Output Group 6 – Community, Sport and Recreation</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	23,598	33,508	22,153
Section 8A(2) carry forward revenue	-	133	250
Grants	32	4,545	(0)
Sales of Goods and services	751	1,358	977
Other revenue	1,693	2,181	2,873
<b>Total Revenue and other income from transactions</b>	<b>26,074</b>	<b>41,725</b>	<b>26,253</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	7,618	8,427	7,981
Other Employee Expenses	-	34	47
Superannuation	1,024	1,027	1,001
Depreciation	457	646	636
Amortisation	-	87	47
Supplies and consumables			
Advertising and promotion	92	180	184
Board members fees	-	-	-
Communications	130	126	137
Consultants	216	212	10
Information technology	364	620	43
Maintenance	34	117	154
Operating lease costs	-	74	80
Other employee related expenses	187	81	83
Other supplies and consumables	1,431	1,029	969
Property services	906	802	914
Travel and transport	299	340	450
Grants and transfer payments	13,895	21,985	12,295
Finance costs	-	1	2
Other transfer payments	-	2,196	1,173
Transfers to the Consolidated Fund	-	17	6
Other expenses	37	77	50
<b>Total Expenses from transactions</b>	<b>26,690</b>	<b>38,080</b>	<b>26,263</b>
<b>Net Result from transactions (net operating balance)</b>	<b>(616)</b>	<b>3,645</b>	<b>(11)</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	-	20	(1,829)
<b>Total Other economic flows included in net result</b>	<b>-</b>	<b>20</b>	<b>(1,829)</b>
<b>Net Result</b>	<b>(616)</b>	<b>3,665</b>	<b>(1,840)</b>
<b>Comprehensive Result</b>	<b>(616)</b>	<b>3,665</b>	<b>(1,840)</b>
<b>Expense by output</b>			
6.1 Community Development-Policy Advice	10,831	13,694	10,937
6.2 Office Aboriginal Affairs	1,565	1,901	1,453
6.3 Veteran's Affairs	2,087	2,851	3,190
6.4 Sport and Recreation	11,635	19,054	10,124
6.5 Women's Policy	572	580	560
<b>Total</b>	<b>26,690</b>	<b>38,080</b>	<b>26,264</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		35,569	31,695
Total liabilities incurred for Output		(2,543)	(2,057)
<b>Net Assets deployed for Output Group</b>		<b>33,026</b>	<b>29,638</b>

<i>Output Group 7 –Local Government</i>	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Revenue from appropriations	1,991	2,397	2,560
Section 8A(2) carry forward revenue	-	-	300
Sales of Goods and services	-	37	8
Other revenue	-	93	172
<b>Total Revenue and other income from transactions</b>	<b>1,991</b>	<b>2,527</b>	<b>3,040</b>
<b>Expenses from transactions</b>			
Employee benefits			
Salaries and Wages	1,409	1,668	1,688
Other Employee Expenses	-	4	2
Superannuation	176	207	211
Depreciation	3	3	-
Amortisation	-	12	2
Supplies and consumables			
Advertising and promotion	12	13	-
Board members fees	-	9	13
Communications	14	12	12
Consultants	32	198	692
Information technology	27	8	3
Maintenance	1	1	-
Operating lease costs	-	17	21
Other employee related expenses	33	8	10
Other supplies and consumables	45	30	35
Property services	170	179	138
Travel and transport	40	27	37
Grants and transfer payments	-	4	300
Finance costs	-	-	-
Other transfer payments	-	84	-
Contributions provided	23	-	-
Other expenses	6	12	52
<b>Total Expenses from transactions</b>	<b>1,991</b>	<b>2,494</b>	<b>3,218</b>
<b>Net Result from transactions (net operating balance)</b>	<b>-</b>	<b>32</b>	<b>(179)</b>
<b>Net Result</b>	<b>-</b>	<b>32</b>	<b>(179)</b>
<b>Comprehensive Result</b>	<b>-</b>	<b>32</b>	<b>(179)</b>
<b>Expense by output</b>			
7.1 Local Government	1,991	2,494	3,219
<b>Total</b>	<b>1,991</b>	<b>2,494</b>	<b>3,219</b>
<b>Net Assets</b>			
Total assets deployed for Output Group		116	(36)
Total liabilities incurred for Output		(580)	(411)
<b>Net Assets deployed for Output Group</b>		<b>(464)</b>	<b>(447)</b>

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<i>Capital Investment Program</i>			
<b>Continuing Operations</b>			
<b>Revenue and other income from transactions</b>			
Appropriation revenue – works and services	2,119	1,237	327
Appropriation Carried Forward under section 8A(2)	-	777	329
<b>Total revenue and other income from transactions</b>	<b>2,119</b>	<b>2,014</b>	<b>656</b>
<b>Expenses from transactions</b>			
Supplies and Consumables	2,119	257	616
<b>Total expenses from transactions</b>	<b>2,119</b>	<b>257</b>	<b>616</b>
<b>Net result from transactions (net operating balance)</b>	<b>-</b>	<b>1,757</b>	<b>40</b>
<b>Net Result</b>	<b>-</b>	<b>1,757</b>	<b>40</b>
<b>Comprehensive result</b>	<b>-</b>	<b>1,757</b>	<b>40</b>
<b>Expense by project</b>			
Service Tasmania Shops Capital Investment	250	179	76
Silverdome Maintenance and Building Compliance	1,869	78	540
<b>Total</b>	<b>2,119</b>	<b>257</b>	<b>616</b>
<b>Net assets</b>			
Total assets deployed for Capital Investment Program		2,417	844
Total liabilities incurred for Capital Investment Program		(737)	(810)
<b>Net assets deployed for Capital Investment Program</b>		<b>1,679</b>	<b>34</b>

## 2.2 Reconciliation of Total Output Groups Comprehensive Result to Statement of Comprehensive Income

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Total comprehensive result of Output Groups</b>	<b>(2,047)</b>	<b>4,863</b>	<b>(1,747)</b>
<b>Reconciliation to comprehensive result</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Comprehensive result</b>	<b>(2,047)</b>	<b>4,863</b>	<b>(1,747)</b>

## 2.3 Reconciliation of Total Output Groups Net Assets to Statement of Financial Position

	2018 Actual \$'000	2017 Actual \$'000
<b>Total net assets deployed for Output Groups</b>	<b>34,151</b>	<b>29,288</b>
<b>Reconciliation to net assets</b>		
Assets unallocated to Output Groups	-	-
Liabilities unallocated to Output Groups	-	-
<b>Net assets</b>	<b>34,151</b>	<b>29,288</b>

## 2.4 Administered Output Schedule

Budget information refers to original estimates and has not been subject to audit.

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<i>Output Group – Administered Items</i>			
<b>Administered revenue and other income from transactions</b>			
Revenue from appropriation	6,920	7,029	6,838
<b>Total administered revenue and other income from transactions</b>	<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered expenses from transactions</b>			
Tasmanian Community Fund	6,420	6,529	6,338
Tasmanian Icon – State Cricket Team	500	500	500
<b>Total administered expenses from transactions</b>	<b>6,920</b>	<b>7,029</b>	<b>6,838</b>
<b>Administered net result from transactions (net operating balance)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total administered comprehensive result</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administered expenses by project</b>			
Tasmanian Community Fund	6,420	6,529	6,338
Tasmanian Icon – State Cricket Team	500	500	500
<b>Total</b>	<b>6,920</b>	<b>7,029</b>	<b>6,838</b>

The Department does not have any Administered Assets or Liabilities.

## 2.5 Reconciliation of Total Administered Output Groups Comprehensive Result to Administered Changes in Equity

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Total administered net result of Administered Items</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reconciliation to administered net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net surplus (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

The Department does not have any Administered Assets or Liabilities.

## NOTE 3 Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2017-18 Budget Papers and is not subject to audit.

Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$500,000.

### 3.1 Statement of Comprehensive Income

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation Revenue – recurrent	(a)	90,134	100,623	10,489	12
Appropriation Revenue – works and services	(b)	2,119	1,237	882	42
Appropriation Carried Forward under section 8A(2)	(c)	-	1,744	1,744	NA
Grants	(d)	111	4,966	4,855	4,374
Other revenue	(e)	2,614	4,852	2,238	86
Supplies and consumables	(f)	50,858	38,964	11,894	23
Grants and subsidies	(g)	16,407	23,793	7,386	45
Other transfer payments	(h)	-	11,173	11,173	NA

### Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- (a) Reflects an increase in appropriation in Election Commitment Grants to Community Organisations & Local Government (\$9,172,000) and net additional funds received (\$1,317,000).
- (b) Reflects a decrease in appropriation due to appropriation carried forward under Section 8A(2) being prioritised.
- (c) Reflects appropriation carried forward under section 8A(2) for
  - Brand Tasmania (\$483,000);
  - Service Tasmania Shop Funding (\$212,000);
  - Silverdome CIP (\$565,000);
  - St Georges Church Battery Point Election Commitment Grant 2014 (\$50,000);
  - Family Violence Projects (\$351,000);
  - Reset the Relationship with Tasmanian Aboriginal Community (\$83,000).
- (d) Reflects :
  - Commonwealth Grant for a Pedestrian Walkway (\$4,545,000);
  - Australia Day Grant (\$113,000);
  - Family Violence – Keeping Women Safe in Homes (\$308,000).
- (e) Reflects
  - Community Support Levy funding (\$1,061,000);
  - Higher than expected Paid Parental Leave revenue (\$128,000);
  - Tasmanian Institute of Sport programs including Cycling (\$50,000); Hockey (\$62,000); Athletics (\$55,000); Hockey Emerging Talent Squad (\$15,000); Netball (\$33,000); Sailing (\$8,000);
  - Salary Reimbursements (\$450,000);
  - Population Strategy funding from State Growth (\$150,000);
  - ERO funding (\$144,000);
  - TTC Training – various programs (\$76,000);
  - Tasmanian Climate Change Office – Disaster Planning & Recovery (\$5,000).
- (f) Reflects:
  - Payments budgeted as supplies and consumables and expended as other transfer payments to Agencies in relation to Safe Homes Safe Families (\$7,250,000);
  - Payments budgeted as supplies and consumables and expended as capital acquisitions related to the Silverdome Capital Investment Program works (\$2,167,000);



- Payments budgeted as supplies and consumables and expended as other transfer payments related to Brand Tasmania (\$500,000);
- Payments budgeted as supplies and consumables and expended as other transfer payments related to Service Tasmania (\$449,000);
- Unspent supplies and consumables related to Brand Tasmania, carried forward under Section 8A(2) (\$322,000); and
- Provision of Service Tasmania Online payment to Department of Education (\$146,000).

(g) Reflects Grants and Subsidies for 2018 Election Commitments (\$9,172,000).

(h) Reflects payments for:

- Safe Homes Safe Families transfers to Agencies (\$7,250,000);
- Hobart Pedestrian Bridge funding transfer to the Hobart City Council (\$1,636,000);
- Brand Tasmania (\$880,000);
- Silverdome Operating Deficit (\$550,000);
- Business Services Agreement for Service Tasmania (\$380,000);
- Tasmania Climate Change Organisation – Climate Action 21 (\$165,000); and
- Contribution to Department of Education – Devonport Living City Project Management (\$69,000).

## 3.2 Statement of Financial Position

Budget estimates for the 2017-18 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2016-17. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2017-18. The following variance analysis therefore includes major movements between the 30 June 2017 and 30 June 2018 actual balances.

	Note	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Cash and Deposits	(a)	7,418	8,660	10,170	1,242	(1,510)
Receivables	(b)	5,475	10,851	4,724	5,376	6,127
Other non-financial assets	(c)	2,919	1,622	2,638	(1,297)	(1,016)
Land	(d)	3,820	3,120	3,120	(700)	-
Payables	(e)	3,110	3,435	2,116	NA	1,319
Other non-financial liabilities	(f)	1,320	1,719	3,027	NA	(1,308)

### Notes to Statement of Financial Position - Budget variances

Variations are primarily due to:

- (a) Higher than expected cash balances for Service Tasmania and TMD.
- (b) Higher than expected receivables related to the Hobart Pedestrian Bridge (\$4,454,000).
- (c) Lower Prepayments in comparison to last year.
- (d) Reflects the disposal of Camp Banksia at the conclusion of the 2016-17 financial year.

### Notes to Statement of Financial Position - Actual variances

Variations are primarily due to:

- (a) Reduced cash balances for Departmental Output Group 1 – Support for Executive Decision Making and Departmental Output Group 2 – Government Processes and Services.
- (b) Higher outstanding Trade Receivables in comparison to last year due to the one-off funding for the Hobart Pedestrian Bridge (\$4,454,000).
- (c) Lower Prepayments in comparison to last year.
- (e) Higher accrued expenses related to TMD due to delayed receipted of invoice documentation (\$450,000) and the Silverdome capital works (\$443,000).
- (f) Lower Section 8A(2) carry forwards in 2017-18 in comparison to last year.

### 3.3 Statement of Cash Flows

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation receipts – recurrent	(a)	90,134	101,460	11,325	13
Appropriation receipts – capital	(b)	2,119	1,237	(882)	(42)
GST receipts	(c)	4,772	7,453	2,681	56
Other cash receipts	(d)	2,614	7,453	2,221	85
GST Payments	(e)	(4,772)	(8,442)	3,670	77
Supplies and consumables	(f)	(50,867)	(40,844)	(10,023)	(20)
Grants and subsidies	(g)	(16,407)	(23,510)	7,103	43
Other transfer payments	(h)	-	(11,096)	11,096	NA
Payments for acquisition of non financial assets	(i)	(225)	(2,331)	2,106	936

#### Notes to Statement of Cash Flows variances

Variations are primarily due to:

- (a) Reflects an increase in appropriation in Election Commitment Grants to Community Organisations & Local Government
- (b) Reflects a decrease in appropriation due to appropriation carried forward under Section 8A(2) being prioritised.
- (c) Reflects higher than expected GST receipts in comparison to the budgeted amount.
- (d) Reflects higher than expected Other cash receipts in comparison to the budgeted amount including:
  - Community Support Levy funding (\$1,061,000)
  - Higher than expected Paid Parental Leave revenue (\$128,000)
  - Tasmanian Institute of Sport programs including Cycling (\$50,000); Hockey (\$62,000); Athletics (\$55,000); Hockey Emerging Talent Squad (\$15,000); Netball (\$33,000) and Sailing (\$8,000)
  - Salary Reimbursements TMD (\$65,000)
  - Population Strategy funding from State Growth (\$150,000)
  - ERO funding (\$144,000)
  - TTC Training - various programs (\$76,000)
  - Tasmanian Climate Change Office - Disaster Planning & Recovery (\$5,000)
- (e) Reflects higher than expected GST payments in comparison to the budgeted amount.
- (f) Payments
  - budgeted as supplies and consumables and expended as other transfer payments to Agencies in relation to Safe Homes Safe Families (\$7,250,000);
  - Payments budgeted as supplies and consumables and expended as capital acquisitions related to the Silverdome Capital Investment Program works (\$1,724,000);
  - Payments budgeted as supplies and consumables and expended as other transfer payments related to Brand Tasmania (\$500,000);
  - Payments budgeted as supplies and consumables and expended as other transfer payments related to Service Tasmania (\$449,000);
  - Unspent supplies and consumables related to Brand Tasmania, carried forward under Section 8A(2) (\$322,000); and
  - Provision of Service Tasmania Online payment to Department of Education (\$146,000).
- (g) Reflects Grants and Subsidies for 2018 Election Commitments (\$9,172,000).
- (i) Reflects payments for:
  - Safe Homes Safe Families transfers to Agencies (\$7,250,000);
  - Hobart Pedestrian Bridge funding transfer to the Hobart City Council (\$1,636,000);
  - Brand Tasmania (\$880,000);
  - Silverdome Operating Deficit (\$550,000);
  - Business Services Agreement for Service Tasmania (\$380,000);
  - Tasmania Climate Change Organisation – Climate Action 2I (\$165,000); and
  - Contribution to Department of Education – Devonport Living City Project Management (\$69,000).
- (i) Reflects higher than expected acquisitions of non-financial assets in comparison to the budgeted amount in particular for building improvements at the Silverdome.

## NOTE 4 Underlying Net Operating Balance

Non-operational capital funding is the income from transactions relating to funding for capital projects. This funding is classified as income from transactions and included in the net operating balance. However, the corresponding capital expenditure is not included in the calculation of the net operating balance. Accordingly, the net operating balance will portray a position that is better than the true underlying financial result.

For this reason, the net operating result is adjusted to remove the effects of funding for capital projects.

	Notes	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Net result from transactions (net operating balance)</b>		<b>(2,047)</b>	<b>4,703</b>	<b>44</b>
<b>Less impact of:</b>				
<b>Non-operational capital funding</b>				
Revenue from Government – works and services	5.1	2,119	1,237	327
Revenue from Government – Section 8A(2) carried forward for works and services	5.1	-	777	329
Capital funded supplies and consumables		(2,119)	(257)	(616)
<b>Total</b>		<b>-</b>	<b>1,757</b>	<b>40</b>
<b>Underlying Net operating balance</b>		<b>(2,047)</b>	<b>2,946</b>	<b>4</b>

## NOTE 5 Income from transactions

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably. All income is operating related.

### 5.1 Revenue from Government

Appropriations, whether recurrent or capital, are recognised as revenues in the period in which the Department gains control of the appropriated funds. Except for any amounts identified as carried forward in Note 5.1 and 14.2, control arises in the period of appropriation.

Revenue from Government includes revenue from appropriations, including appropriations carried forward under section 8A (2) of the *Public Account Act 1986*, and Items Reserved by Law.

Section 8A(2) of the *Public Account Act 1986* allows for an unexpended balance of an appropriation to be transferred to an account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year, the carry forward is recognised as a liability, Revenue Received in Advance. The carry forward from the initial year is recognised as revenue in the reporting year, assuming the conditions of the carry forward are met and the funds are expended.

The Budget information is based on original estimates and has not been subject to audit.

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Appropriation revenue - recurrent</b>			
Appropriation Current year	88,994	100,442	84,032
Item Reserved by Law: Parliamentary Salaries, Superannuation	1,140	181	1,079
<b>Total</b>	<b>90,134</b>	<b>100,623</b>	<b>85,111</b>
<b>Appropriation revenue - works and services</b>			
Appropriation revenue - works and services	2,119	1,237	327
<b>Total</b>	<b>2,119</b>	<b>1,237</b>	<b>327</b>
<b>Appropriation Carried Forward under section 8A(2)</b>			
Appropriation Carried Forward under section 8A(2)	-	1,744	1,412
<b>Total</b>	<b>-</b>	<b>1,744</b>	<b>1,412</b>
<b>Total 5.1 Revenue from Government</b>	<b>92,253</b>	<b>103,604</b>	<b>86,850</b>

## 5.2 Grants

Grants payable by the Australian Government are recognised as revenue when the Department gains control of the underlying assets. Where grants are reciprocal, revenue is recognised as performance occurs under the grant.

Non reciprocal grants are recognised as revenue when the grant is received or receivable. Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

	2018 Actual \$'000	2017 Actual \$'000
<b>Grants from Australian Government</b>		
Hobart Pedestrian Walkway	4,545	-
Safe Homes Safe Families	308	293
Australia Day Activities	113	98
<b>Total</b>	<b>4,966</b>	<b>390</b>

A grant of \$4.545 million from the Australian Government was recognised, which will be transferred to the Department of Treasury and Finance in 2018-19.

Grants received from the National Australia Day Council in 2017-18 of \$112,500 were provided on the condition that they were used for Australia Day celebrations. An amount of \$51,167 was also carried forward from 2016-17. The amount remaining at the end of 2017-18 is \$25,337, which will be carried forward to 2018-19.

Grants received from the Department of Social Services in 2017-18 of \$308,000 were provided on the condition that they were used for Family Violence Action Plan actions. An amount of \$583,480 was also carried forward from 2016-17. The amount remaining at the end of 2017-18 is \$404,917, which will be transferred to the Department of Communities Tasmania in 2018-19.

## 5.3 Sales of goods and services

Amounts earned in exchange for the provision of goods are recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from the provision of services is recognised in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

	2018 Actual \$'000	2017 Actual \$'000
<b>Sale of goods and services</b>		
TASINET charges	17,215	17,046
Computing services	4,852	5,174
Network Tasmania (NT) contract management	3,932	4,379
Service Tasmania transaction fees and contributions	3,335	3,013
Human resource systems	1,850	1,722
Training services	1,417	1,122
State Service Employee Assistance Program funding	585	392
Silverdome operations funding	550	506
Oracle licensing	439	456
Other	308	737
Other program funding	248	384
<b>Total</b>	<b>34,729</b>	<b>34,931</b>



## 5.4 Other revenue

Revenue from charges for services provided and other recoveries and transfers is recognised when an increase in future economic benefit relating to an increase in an asset or a decrease in a liability has arisen and can be reliably measured.

	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
<b>Other revenue</b>		
Transfers from other agencies	1,436	1,609
Salary Recoveries	1,341	1,291
Other	1,036	904
Donations and Contributions	493	433
Empower Integration and Automation Project	291	344
Paid parental leave	128	147
Silverdome	127	195
Tasmanian Early Years Foundation Transfer Funding	-	577
<b>Total</b>	<b>4,852</b>	<b>5,500</b>

## NOTE 6 Expenses from transactions

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.

### 6.1 Employee benefits

#### (a) Employee expenses

Employee benefits include, where applicable, entitlements to wages and salaries, recreation leave, personal leave, long service leave, superannuation and other post-employment benefits.

	2018 \$'000	2017 \$'000
<b>Employee benefits</b>		
Wages and Salaries (including fringe benefits and non-monetary components)	51,132	49,414
Recreation leave	4,554	4,153
Personal leave	2,221	1,758
Long service leave	1,500	1,403
Other post-employment benefits	880	623
Other employee expenses	701	591
<b>Total</b>	<b>60,988</b>	<b>57,943</b>
Superannuation		
Superannuation - defined contribution scheme	4,241	4,048
Superannuation - defined benefit scheme	2,471	2,438
Superannuation	183	33
<b>Total</b>	<b>6,895</b>	<b>6,519</b>
<b>Total Employee benefits</b>	<b>67,884</b>	<b>64,462</b>
<b>Total Expenses from Transactions</b>	<b>67,884</b>	<b>64,462</b>

Superannuation expenses relating to defined benefit schemes relate to payments into the Consolidated Fund. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution is 12.95 per cent (in 2017: 12.85 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 9.5 per cent (2017: 9.5 per cent) of salary. In addition, departments are also required to pay into the Consolidated Fund a "gap" payment equivalent to 3.45 per cent (in 2017: 3.35 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of Key management personnel

	Short-term benefits		Long-term benefits			
	Salary	Other Benefits	Superan-nuation	Other Benefits & Long-Service Leave	Termi-nation Benefits	Total
2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Key management personnel</i>						
<b>Jenny Gale</b> Secretary - Appointed 28 November 2017	260	-	34	11	-	<b>305</b>
<b>Greg Johannes</b> Secretary - Resigned 27 November 2017	185	15	50	(188)	200	<b>263</b>
<b>David Nicholson</b> Deputy Secretary (Policy)	246	40	23	8	-	<b>318</b>
<b>Mel Gray</b> Acting Deputy Secretary (Policy) - For the period 3 January 2018 to 15 March 2018	47	33	6	5	-	<b>91</b>
<b>Ruth McArdle</b> Deputy Secretary	221	-	21	68	-	<b>310</b>
<b>Renee Anderson</b> Director (Corporate and Culture) - Appointed 9 October 2017	105	35	10	4	-	<b>154</b>
<b>David Strong</b> Acting Director (Corporate and Culture) - Ceased 2 September 2017	27	-	3	3	-	<b>33</b>
<b>Kim Enkelaar</b> Director, Office of the Secretary - Commenced 28 November 2017	72	23	9	(1)	-	<b>103</b>
<b>Mandy Denby</b> Manager Strategic Communications and Marketing - Ceased 27 November 2017	53	33	7	(5)	-	<b>88</b>
<b>Frank Ogle</b> Director – State Service Management Office - Ceased 27 November 2017	101	36	13	10	-	<b>160</b>
<b>Kathy Baker</b> Director – Service Tasmania - Transferred 27 August 2017	36	10	3	(36)	-	<b>13</b>
<b>Kate Kent</b> Director – Communities, Sport and Recreation - Ceased 27 November 2017	80	32	14	(5)	-	<b>121</b>
<b>Total</b>	<b>1,432</b>	<b>258</b>	<b>194</b>	<b>(125)</b>	<b>200</b>	<b>1,960</b>

The composition of the Department's Executive naturally changes during a year when there are acting engagements and changes of occupants in permanent positions.

With the change of Secretary the Executive Membership was revised effective from 27 November 2017.

	Short-term benefits		Long-term benefits			
	Salary	Other Benefits	Superannuation	Other Benefits & Long-Service Leave	Termination Benefits	Total
2017	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Key management personnel</i>						
<b>Greg Johannes</b> Secretary	435	19	56	17	-	<b>527</b>
<b>David Nicholson</b> Deputy Secretary (Policy)	232	14	22	10	-	<b>278</b>
<b>Ruth McArdle</b> Deputy Secretary - Appointed 11 July 2016	204	14	19	2	-	<b>240</b>
<b>Scott Marston</b> Deputy Secretary (Corporate and Governance) – Transferred 13 March 2017	131	-	12	(4)	-	<b>139</b>
<b>David Strong</b> Appointed Acting Director (Corporate and Culture) 14 March 2017	40	16	5	5	-	<b>66</b>
<b>Mandy Denby</b> Manager Strategic Communications and Marketing appointed to Executive Committee 31 October 2016	84	10	11	3	-	<b>107</b>
<b>Frank Ogle</b> Director – State Service Management Office	229	18	29	3	-	<b>280</b>
<b>Kathy Baker</b> Director – Service Tasmania	139	16	18	5	-	<b>178</b>
<b>Kate Kent</b> Director – Communities, Sport and Recreation	179	16	31	6	-	<b>231</b>
<b>Total</b>	<b>1,672</b>	<b>125</b>	<b>204</b>	<b>45</b>	<b>-</b>	<b>2,046</b>

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration during 2017-18 for key personnel is set by the State Service Act 2000. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits. Long term employee expenses include long service leave, superannuation obligations and termination payments.

#### *Acting Arrangements*

When members of key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence. Individuals are considered members of key management personnel when acting arrangements are for more than a period of one month.

### (c) Remuneration of Ministers

	Short-term benefits		Long-term benefits			Total
	Salary	Other Benefits	Superannuation	Post-Employment Benefits	Other Benefits & Long-Service Leave	
2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Ministers	2,299	116	180	-	-	2,595
<b>Total</b>	<b>2,299</b>	<b>116</b>	<b>180</b>	<b>-</b>	<b>-</b>	<b>2,595</b>

From 1 July 2017:

- funding for Ministerial Allowances were transferred to the House of Assembly;
- all Ministerial Salaries and Allowances were paid by the House of Assembly

	Short-term benefits		Long-term benefits			Total
	Salary	Other Benefits	Superannuation	Post-Employment Benefits	Other Benefits & Long-Service Leave	
2017	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Ministers	2,386	154	167	-	-	2,707
<b>Total</b>	<b>2,386</b>	<b>154</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>2,707</b>

Prior to 1 July 2017:

- Ministerial Allowances were paid by the Department of Premier and Cabinet;
- Ministerial Salaries were paid by the House of Assembly.

### (d) Related party transactions

There are no material related party transactions requiring disclosure.

## 6.2 Depreciation and amortisation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner that reflects the consumption of their service potential. Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation is provided for on a straight line basis, using rates which are reviewed annually. Major depreciation periods are:

Computing equipment	3-5 years
Plant and equipment	5 years
Leasehold improvements	10 years
Infrastructure	10 years
Buildings	50-80 years

Heritage assets are not depreciated.

All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by the Department.



Intangibles (software) are amortised over 3 years.

	2018 \$'000	2017 \$'000
<b>Depreciation</b>		
Depreciation - Buildings	540	540
Depreciation - Computer Hardware	119	178
Depreciation - Plant and equipment	78	76
Depreciation - Infrastructure	7	8
<b>Total</b>	<b>744</b>	<b>802</b>
<b>Amortisation</b>		
Amortisation - Leasehold Improvements	238	203
Amortisation - Intangibles - software	135	86
Amortisation - Lease make-good	51	53
<b>Total</b>	<b>424</b>	<b>342</b>
<b>Total 8.2 Depreciation and amortisation</b>	<b>1,168</b>	<b>1,145</b>

### 6.3 Supplies and consumables

	2018 \$'000	2017 \$'000
<b>Supplies and consumables</b>		
Communications	15,302	15,345
Rent	5,927	5,678
Information technology	4,809	3,980
Contractors, training fees, and expenses	2,155	1,656
Other property services	1,935	2,052
Consultants	1,386	1,664
Travel and transport	1,367	1,705
Other supplies and consumables	1,223	1,021
Minor equipment purchases and maintenance	992	595
Printing and information	936	795
Operating lease costs	699	774
Advertising and promotion	529	550
Building and infrastructure maintenance	517	841
Training and conferences	377	339
Materials and supplies	255	269
Meetings/committee expenses	170	185
Audit fees - internal audit	126	125
Recruitment	107	112
Audit fees - financial audit	73	80
Entertainment	70	49
Sitting fees	10	13
Audit fees - other audit	-	137
<b>Total</b>	<b>38,964</b>	<b>37,965</b>

## 6.4 Grants, subsidies, donations and contributions

Grants and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

Donations and contributions are assessed individually to provide support to communities nationally, state wide and locally.

A liability is recorded when the Department has a binding agreement to make the grant but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2018 \$'000	2017 \$'000
<b>Grants and subsidies</b>		
Election Commitments 2018	9,172	-
Sport and Recreation	7,137	4,654
Communities, Sport and Recreation Grants	3,825	6,784
Office of Aboriginal Affairs	1,048	754
Family Violence	875	-
Election Commitments 2014	803	-
Premier's Discretionary Fund	355	356
University Scholarship	325	69
Tasmanian Climate Change Office Grants	144	30
Other Grants, Subsidies, Donations and Contributions	58	99
Special Energy Bonus	43	-
Office of Security and Emergency Management Grants	5	115
Natural Disaster Relief Grants	-	73
Local Government Election Commitment Grants	4	300
<b>Total</b>	<b>23,793</b>	<b>13,234</b>

### Election Commitments

Following the 2018 State Election, the Department was requested to administer Elections Commitments which were payable in May and June 2018.

### Sport and Recreation

CSR provides funding to increase opportunities for participation in sport and active recreation in Tasmania, and to assist the ongoing development of Tasmania's sport and recreation sector.

CSR administers the following grant programs: the State Grants Program: the Sport and Recreation Minor Grants Program: the Sport and Recreation Major Grants Program: National / International Sport Championships Program: and the National Representative Fund. These programs are funded under Output 6.4 – Sport and Recreation.

### Community

CSR provides funding to peak bodies and other community organisations to provide services to specific communities. CSR fund the following peak bodies: Carers Tasmania; Council on the Ageing (Tasmania); Multicultural Council of Tasmania; Youth Network of Tasmania; and Volunteering Tasmania.

Funding is also provided to assist Tasmanians in need through the Emergency Food Relief Program, the Food Vans Program, the Family Assistance Program and the Energy Hardship Fund.

CSR administers the following grant programs: the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Grants Program; the Tasmanian Men's Shed Association Grants Program; the Multicultural Grants Program; the Community Participation and Appeals Fund; and the National Youth Week Grants Program. These programs are funded under Output 6.1 Community Development Division – Policy Advice and Community Services.

## Veterans

CSR provides funding to support and promote the role of Tasmanian veterans and ex-serving personnel who have served in the defence of our nation, and to commemorate their service and sacrifice.

CSR administers the following grant programs; the Centenary of ANZAC Grants Program and the Teddy Sheean Memorial Grants Program. Funding is also provided to the Returned and Services League of Australia (Tasmanian Branch) and the Anzac Day Trust. These grants are funded under Output 6.3 – Veterans Affairs.

## Office of Aboriginal Affairs

CSR provides funding to the Aboriginal Land Council of Tasmania (ALCT) to assist with its operating costs, coordination, and land management activities associated with land returned to the Aboriginal community and Cape Barren Island Aboriginal Association for the delivery of municipal and essential services on Cape Barren Island. Funding was provided to the Uniting Aboriginal and Torres Islander Christian Congress Tasmania (Leprena) to increase understanding in the Tasmanian Aboriginal community and the broader community of the cultural barriers for keeping women and children safe. These grants are funded under Output 6.2 – Office of Aboriginal Affairs.

## Family Violence

CSR provides funding to support children affected by family violence in non-government schools under Action 7 of Safe Homes, Safe Families, *Tasmania's Family Violence Action Plan 2015-2020*. These grants are funded under Output 1.3 – Safe Homes, Safe Families.

## Premier's Discretionary Fund

This is a discretionary program maintained to allow the Premier to meet funding requests of under \$10,000, to provide limited financial assistance to groups or individuals. These payments are designed to support valued community and cultural activities with national, statewide or local significance. This program is funded under Output 2.1 - Management of Executive Government Processes.

## Other grants, subsidies donations and contributions

Australia Day Grants \$32,281

Burnie Agricultural and Pastoral Society \$5,000

Royal National Agricultural and Pastoral Society of Tasmania Ltd \$5,000

Scholarships \$15,500

## 6.5 Finance costs

All finance costs are expensed as incurred using the effective interest method. Finance costs include:

- interest on bank overdrafts and short term and long term borrowings;
- unwinding of discounted provisions;
- amortisation of discounts or premiums related to borrowings;
- amortisation of ancillary costs incurred in connection with the arrangement of borrowings; and
- finance lease charges.

	2018 \$'000	2017 \$'000
<b>Finance costs</b>		
Interest on advance from the State Government	15	32
Interest (unwinding of lease make-good discount)	8	13
<b>Total</b>	<b>22</b>	<b>46</b>

## 6.6 Other transfer payments

	2018 \$'000	2017 \$'000
<b>Other transfer payments</b>		
Transfers to Tasmanian state government agencies	9,129	8,893
Transfer payments Local Government	1,651	1,125
Transfers to Australian government agencies	259	73
Other transfers	102	180
Transfers to Government Business Enterprises	32	-
<b>Total</b>	<b>11,173</b>	<b>10,271</b>

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services. Transfer payments relate to transfers of funding to other agencies, foundations and other Government entities. See also note 14 for administrative payments.

## 6.7 Other expenses

	\$'000	\$'000
<b>Other expenses</b>		
Workers compensation premiums	426	455
Ex gratia payment	-	45
<b>Total</b>	<b>426</b>	<b>500</b>

# NOTE 7 Other economic flows included in net result

## 7.1 Net gain/(loss) on non-financial assets

Gains or losses from the sale of non-financial assets are recognised when control of the asset has passed to the buyer.

### Key Judgement

All non-financial assets are assessed to determine whether any impairment exists. Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use. The Department's assets are not used for the purpose of generating cash flows; therefore value in use is expected to be materially the same as fair value, as determined under AASB 13 *Fair Value Measurement*.

All impairment losses are recognised in Statement of Comprehensive Income.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the Estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

	2018 \$'000	2017 \$'000
Net gain/(loss) on liability foregone	451	-
Net gain/(loss) on disposal of physical assets	(292)	(1,791)
<b>Total</b>	<b>159</b>	<b>(1,791)</b>

No other economic flows have occurred that require inclusion in the net result for the 2017-18 financial year.

## NOTE 8 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the Department and the asset has a cost or value that can be measured reliably.

### 8.1 Receivables

Receivables are recognised at amortised cost, less any impairment losses. However, due to the short settlement period, receivables are not discounted back to their present value.

	2018 \$'000	2017 \$'000
<b>Receivables</b>		
Receivables	10,851	4,724
<b>Total</b>	<b>10,851</b>	<b>4,724</b>
Sales of goods and services receivables (inclusive of GST)	2,056	1,907
Accrued revenue	2,729	2,521
Tax assets	850	193
Other receivables	5,215	103
<b>Total</b>	<b>10,851</b>	<b>4,724</b>
Settled within 12 months	10,851	4,724
Settled in more than 12 months	-	-
<b>Total</b>	<b>10,851</b>	<b>4,724</b>

### 8.2 Property, Plant, Equipment and Leasehold Improvements

#### (i) Valuation basis

Land, Buildings and Heritage assets are recorded at fair value. All other non-current physical assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self constructed assets includes the cost of materials and direct labour; any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of plant, equipment and leasehold improvements have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

Fair value is based on the highest and best use of the asset. Unless there is an explicit Government policy to the contrary, the highest and best use of an asset is the current purpose for which the asset is being used or build occupied.

#### (ii) Subsequent costs

The cost of replacing part of an item of plant, equipment and any leasehold improvement is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Department and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day to day servicing of plant, equipment and leasehold improvements are recognised in profit or loss as incurred.

#### (iii) Asset recognition threshold

The asset capitalisation threshold adopted by the Department for all classes of assets is \$10 000, with the exception of assets held by TMD. For business purposes, TMD has adopted a recognition threshold of \$1 000. Items purchased that are valued at less than the asset capitalisation threshold of their class of asset are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

#### (iv) Revaluations

Assets are grouped on the basis of having a similar nature or function in the operations of the Department.

The Department's Heritage Assets (furniture) are revalued on a three yearly basis and are reported at fair value.

The Department's Land and Building Assets are revalued with sufficient regularity to ensure the carrying amount is representative of fair value at reporting date.



a) Carrying amount

	2018 \$'000	2017 \$'000
<b>Plant, Equipment &amp; Leasehold Improvements</b>		
<b>a) Carrying Amount</b>		
<b>Land</b>		
At fair value	3,120	3,120
Less: provision for impairment	-	-
<b>Total</b>	<b>3,120</b>	<b>3,120</b>
<b>Buildings</b>		
At fair value	69,596	67,511
Less: accumulated depreciation	(41,291)	(40,751)
<b>Total</b>	<b>28,305</b>	<b>26,760</b>
<b>Heritage furniture assets</b>		
At fair value	55	55
<b>Total</b>	<b>55</b>	<b>55</b>
<b>Plant and equipment</b>		
At cost	1,768	1,739
Less: accumulated depreciation	(1,465)	(1,435)
<b>Total</b>	<b>304</b>	<b>304</b>
<b>Computer hardware</b>		
At cost	2,235	2,410
Less: accumulated depreciation	(1,907)	(2,142)
<b>Total</b>	<b>327</b>	<b>268</b>
<b>Leasehold improvements</b>		
At cost	1,763	2,052
Less: accumulated depreciation	(669)	(842)
<b>Total</b>	<b>1,094</b>	<b>1,211</b>
<b>Total plant, equipment and leasehold improvements</b>	<b>1,780</b>	<b>1,837</b>
<b>Total property, plant, equipment and leasehold improvements</b>	<b>33,206</b>	<b>31,717</b>

The latest revaluations of the Heritage furniture Assets as at 30 June 2015 were performed independently. The valuation was undertaken by Gowans Auctions (Auctioneers and Valuers with 30 years' experience). The valuations were based on fair market value.

The Department has not recognised 27 items of Heritage furniture in the Statement of Financial Position due to the reliable measurement criteria for asset recognition not being met.

The latest revaluations of the Land and Building Assets as at 30 June 2016 were performed independently. The valuation was undertaken by the Tasmanian Valuer General. The valuations have been prepared in accordance with the International Valuation Standards (IVS) 2011, which are endorsed by the Australian Property Institute and by the International Financial Reporting Standards (IFRS) 13 Fair Value Measurement.

## b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of plant, equipment and leasehold improvements at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.

	Level 2 Buildings	Level 3 Buildings	Level 2 Land	Level 2 Heritage furniture	Plant and equipment	Computer hardware	Leasehold improvements	Total
2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Carrying value at 1 July</b>	<b>2,262</b>	<b>24,498</b>	<b>3,120</b>	<b>55</b>	<b>304</b>	<b>268</b>	<b>1,210</b>	<b>31,717</b>
Additions	-	-	-	-	86	178	371	635
Disposals	-	-	-	-	(9)	-	(277)	(286)
Work in Progress	-	2,085	-	-	-	-	27	2,113
Depreciation	(38)	(502)	-	-	(77)	(119)	(238)	(974)
<b>Carrying value at 30 June</b>	<b>2,224</b>	<b>26,081</b>	<b>3,120</b>	<b>55</b>	<b>304</b>	<b>327</b>	<b>1,094</b>	<b>33,206</b>

	Level 2 Buildings	Level 3 Buildings	Level 2 Land	Level 2 Heritage furniture	Plant and equipment	Computer hardware	Leasehold improvements	Total
2017	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Carrying value at 1 July</b>	<b>3,440</b>	<b>25,000</b>	<b>3,820</b>	<b>55</b>	<b>257</b>	<b>381</b>	<b>1,071</b>	<b>34,024</b>
Additions	-	-	-	-	133	66	342	541
Disposals	(1,140)	-	(700)	-	(10)	-	-	(1,850)
Depreciation	(38)	(502)	-	-	(76)	(179)	(203)	(998)
<b>Carrying value at 30 June</b>	<b>2,262</b>	<b>24,498</b>	<b>3,120</b>	<b>55</b>	<b>304</b>	<b>268</b>	<b>1,210</b>	<b>31,717</b>

### Transfers Between Categories

There have been no transfers between Levels 1, 2 and 3 during the reporting period.

### Valuation Techniques, inputs and processes

#### Level 2 Valuation Techniques and Inputs for Land and buildings

Valuation Technique: The valuation technique used to value land and buildings is the market approach that reflects recent transaction prices for similar properties and buildings (comparable in location and size).

Inputs: Prices and other relevant information generated by market transactions involving comparable land and buildings were considered. Regard was taken of the Crown Lease terms and tenure, as well as current zoning.

#### Level 2 Valuation Techniques and Inputs for Heritage and cultural assets

Valuation Technique: Heritage and cultural assets were considered specialised assets by the valuers and were measured using the sales comparison approach of market value, which considers the sales of similar or substitute properties and related market data and establishes a value estimate by processes involving comparison. In general, an item being valued is compared with sales of similar items that have been transacted in the open market. Listings and offerings may also be considered.

Inputs: In determining the value of heritage and cultural assets regard was given to the age and condition of the assets, to specifically comparable sales or sales information and in other cases the valuers own knowledge of the market. Also consideration was given to recent sales and sales of works by artists with similar standing in mind.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer.

There were no changes in valuation techniques during 2017-18.

Valuation Technique: The valuation technique used to value buildings is the depreciated replacement cost approach that reflects market prices of construction cost costs, the likely economic life of buildings, the condition of the buildings as at the date of inspection, and design aspects which may make the buildings less efficient than a modern replacement.

c) Level 3 significant valuation inputs and relationship to fair value

Description	Fair value at 30 June \$'000	Significant unobservable inputs used in valuation	Possible alternative values for level 3 inputs	Sensitivity of fair value to changes in level 3 inputs
Buildings – specific purpose / use buildings – Silverdome	26,081	A – Construction costs B – Economic life of buildings C – Age and condition D – Design life	Note 1	The higher the construction costs the higher the fair value.  The higher the useful life the higher the fair value.

Note 1: When valuing these assets, their existing use and unlikely alternative uses, are taken into account by valuers. As a result, it is most unlikely that alternative values will arise unless there are more changes in known inputs.

### 8.3 Infrastructure

a) Carrying amount

	2018 \$'000	2017 \$'000
<b>Infrastructure</b>		
At cost		
TMD Data Centre	-	1,869
Less: accumulated depreciation	-	(1,827)
<b>Total</b>	<b>-</b>	<b>42</b>

TMD no longer has a Data Centre, hence this asset was written-off.

b) Reconciliation of movements

	2018 \$'000	2017 \$'000
<b>Carrying amount at start of year</b>	<b>42</b>	<b>50</b>
Disposals	(35)	-
Depreciation expense	(7)	(8)
<b>Carrying amount at end of year</b>	<b>-</b>	<b>42</b>

## 8.4 Intangibles

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to the Department; and
- the cost of the asset can be reliably measured.

Intangible assets held by the Department are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses. Intangible assets for the Department are not revalued due to software having a limited useful life.

	2018 \$'000	2017 \$'000
Intangibles		
a) Carrying Amount		
Intangibles		
Software at cost	3,695	3,614
Less: accumulated depreciation	(2,835)	(2,810)
Total	861	804
b) Reconciliation of Movements		
Intangibles		
Carrying amount at start of year	804	294
Additions	191	597
Disposals	-	(63)
Accumulated amortisation of disposals	-	63
Depreciation	(135)	(86)
<b>Carrying amount at end of year</b>	<b>861</b>	<b>804</b>

Intangible assets for the Department are not revalued due to software having a limited useful life. See Note 6.2.

## 8.5 Other non-financial assets

Prepayments are recognised when they occur and are measured at the nominal amount. Lease make-good is recognised at amortised cost.

### a) Carrying amount

	2018 \$'000	2017 \$'000
Prepayments	1,296	2,211
<b>Total</b>	<b>1,296</b>	<b>2,211</b>
Lease make-good	513	569
Less: Accumulated amortisation	(187)	(142)
<b>Total</b>	<b>325</b>	<b>427</b>
Settled within 12 months	1,296	2,211
Settled in more than 12 months	325	427
<b>Total</b>	<b>1,622</b>	<b>2,638</b>
<b>Total Other non-financial assets</b>	<b>1,622</b>	<b>2,638</b>

## b) Reconciliation of movements

	<b>Prepayments \$'000</b>	<b>Lease makegood \$'000</b>	<b>Total \$'000</b>
<b>2018</b>			
<b>Carry amount as at 1 July</b>	<b>2,210</b>	<b>428</b>	<b>2,638</b>
Additions	1,296	-	1,296
Reversals	(2,210)	(52)	(2,262)
Amortisation Expense	-	(51)	(51)
<b>Balance at end of financial year</b>	<b>1,296</b>	<b>325</b>	<b>1,622</b>
<b>2017</b>			
<b>Carry amount as at 1 July</b>	<b>2,361</b>	<b>481</b>	<b>2,842</b>
Additions	2,210	-	2,210
Reversals	(2,361)	(45)	(2,406)
Accumulated amortisation on disposals	-	45	45
Amortisation expense	-	(53)	(53)
<b>Balance at end of financial year</b>	<b>2,210</b>	<b>428</b>	<b>2,638</b>

## NOTE 9 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

### 9.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.

	<b>2018 \$'000</b>	<b>2017 \$'000</b>
Creditors	697	1,387
Accrued Expenses	2,827	729
<b>Total</b>	<b>3,524</b>	<b>2,116</b>
Settled within 12 Months	3,524	2,116
Settled in more than 12 Months	-	-
<b>Total</b>	<b>3,524</b>	<b>2,116</b>

Settlement is usually made within 30 days.



## 9.2 Interest Bearing Liabilities

Bank loans and other loans are initially measured at fair value, net of transaction costs. Bank loans and other loans are subsequently measured at amortised cost using the effective interest rate method, with interest expense recognised on an effective yield basis.

The effective interest rate method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period.

	2018 \$'000	2017 \$'000
Loans from the State Government	339	709
<b>Total</b>	<b>339</b>	<b>709</b>
Settled within 12 months	339	370
Settled in more than 12 months	-	339
<b>Total</b>	<b>339</b>	<b>709</b>

## 9.3 Provisions

A provision arises if, as a result of a past event, the Department has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability. Any right to reimbursement relating to some or all of the provision is recognised as an asset when it is virtually certain that the reimbursement will be received.

### a) Carrying amount

	2018 \$'000	2017 \$'000
Operating lease make-good provisions	602	645
<b>Total</b>	<b>602</b>	<b>645</b>
Settled within 12 months	-	-
Settled in more than 12 months	602	645
<b>Total</b>	<b>602</b>	<b>645</b>

### b) Reconciliation of movements in provisions

	Lease make-good		Total Provisions	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Carry amount as at 1 July</b>	<b>645</b>	<b>683</b>	<b>645</b>	<b>683</b>
Reversals	(51)	(52)	(51)	(52)
Changes in discounting	8	14	8	14
<b>Balance at 30 June</b>	<b>602</b>	<b>645</b>	<b>602</b>	<b>645</b>

## 9.4 Employee benefits

Liabilities for wages and salaries and recreation leave are recognised when the employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

	2018 \$'000	2017 \$'000
Long service leave	9,579	9,331
Recreational leave	4,785	4,467
Accrued salaries	499	467
Provision for SSALS1	-	47
<b>Total</b>	<b>14,863</b>	<b>14,312</b>
Settled within 12 months	6,832	6,374
Settled in more than 12 months	8,031	7,937
<b>Total</b>	<b>14,863</b>	<b>14,312</b>

Note:

1. State Service Accumulated Leave Scheme (SSALS)

## 9.5 Other non-financial liabilities

Other liabilities are recognised in the Statement of Financial Position when it is probable that the outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

Other liabilities consist of employee benefits on costs, revenue received in advance, appropriation carried forward from current year under Section 8A(2) carry forward in the Public Account Act 1986 and a lease incentive liability.

	2018 \$'000	2017 \$'000
<b>Revenue received in advance</b>		
Other revenue received in advance	882	816
Revenue in advance - Section 8(A)2 carry forward	837	1,744
<b>Total</b>	<b>1,719</b>	<b>2,560</b>
<b>Other liabilities</b>		
Lease incentive liability	-	467
<b>Total</b>	<b>-</b>	<b>467</b>
<b>Total Other Liabilities</b>	<b>1,719</b>	<b>3,027</b>
Settled within 12 months	1,719	2,655
Settled in more than 12 months	-	372
<b>Total</b>	<b>1,719</b>	<b>3,027</b>

## NOTE 10 Commitments and Contingencies

### 10.1 Schedule of commitments

	2018 \$'000	2017 \$'000
<b>By Type</b>		
<b>Operating lease commitments</b>		
Operating leases	11,090	11,520
<b>Total operating lease commitments</b>	<b>11,090</b>	<b>11,520</b>
<b>Other Rental commitments</b>		
Rent for Crown owned properties	3,335	2,698
Rent for Crown leased properties	31,478	25,681
<b>Total other rental commitments</b>	<b>34,812</b>	<b>28,379</b>
<b>By maturity</b>		
<b>Operating lease commitments</b>		
One year or less	3,140	3,140
From one to five years	6,104	5,558
More than five years	1,846	2,822
<b>Total operating lease commitments</b>	<b>11,090</b>	<b>11,520</b>
<b>Other Rental commitments</b>		
One year or less	3,912	3,276
From one to five years	15,649	13,104
More than five years	15,250	11,999
<b>Total other rental commitments</b>	<b>34,812</b>	<b>28,379</b>

### Operating Lease Commitments

The Department has entered into a number of operating lease agreements for buildings and office equipment, where the lessors effectively retain all the risks and benefits incidental to ownership of the items leased. Equal instalments of lease payments are charged to the Statement of Comprehensive Income over the lease term, as this is representative of the pattern of benefits to be derived from the leased property.

The Department is prohibited by Treasurer's Instruction 502 Leases from holding finance leases.

Lease income from operating leases where the Department is a lessor is recognised in income on a straight line basis.

#### Photocopiers

- Lease payments are determined at time of lease agreement and are paid quarterly.
- Lease terms are for four or five years with no change to the lease rate.

#### Motor Vehicles

- The Government Motor Vehicle fleet is administered by Lease Plan.
- Lease payments vary according to the type of vehicle.
- Generally all lease terms are for a period of three years or 60,000 kilometres, whichever occurs first.

#### Properties

- Commercial property lease payments are generally payable monthly in advance in accordance with the terms and conditions of the lease.
- All lease terms vary and generally will contain a provision for an extension of lease for a further term/s.

- Leases contain provision for rent reviews and the rate is adjusted in accordance with the terms and conditions outlined in the lease document. Generally, rent is reviewed to market, CPI or fixed increase.
- Lease agreements do not contain provision for purchase on cessation.
- Lease agreements have been reviewed for make good provisions. (Note 9.3).

#### **Water Coolers**

- Lease payments are determined at time of lease agreement and are paid yearly in advance.
- Lease terms are for one year with no change to the lease rate.

#### **Other Rental Commitments**

- Rent for Crown leased properties increased due to a new 30 year lease for the new Salamanca Building.
- Rental assessments for Crown Owned properties and subsequent rental payments were previously set by the Valuer-General but in more recent years have been the subject of CPI movement.
- Rental payments for Crown leased properties administered by the Department of Treasury and Finance are made annually.

## **10.2 Contingent assets and liabilities**

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation.

#### **Quantifiable contingencies**

A quantifiable contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A quantifiable contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

The Department has recognised a value in expenses, assets and liabilities for the potential make-good on leases for two properties. These two leases each have a make-good estimated value of \$50,000 and over and are not included in the quantifiable contingent assets and liabilities. See Notes 6.2, 6.5, 8.5 and 9.3.

	<b>2018 \$'000</b>	<b>2017 \$'000</b>
<b>Quantifiable contingent liabilities</b>		
Potential make good on lease	85	102
Litigation claim	356	1,400
<b>Total quantifiable contingent liabilities</b>	<b>441</b>	<b>1,502</b>
<b>Quantifiable contingent assets</b>		
Lease hold improvement – make good	72	27
<b>Total quantifiable contingent assets</b>	<b>72</b>	<b>27</b>

At 30 June 2018, the Department had a potential legal claim registered with Crown Law. At the reporting date, the estimated amount of any eventual payment that may be required in relation to the claim was \$356,000 in total.

## NOTE II Reserves

### II.1 Reserves

	2018	Land \$'000	Buildings \$'000	Heritage and cultural assets \$'000	Lease makegood \$'000	Total \$'000
<b>Asset revaluation reserve</b>						
Balance at the beginning of financial year		398	2,892	10	366	3,666
Revaluation increments/ (decrements)		-	-	-	-	-
Transfers to accumulated surplus		-	-	-	(366)	(366)
<b>Balance at end of financial year</b>		<b>398</b>	<b>2,892</b>	<b>10</b>	<b>-</b>	<b>3,300</b>

	2017	Land \$'000	Buildings \$'000	Heritage and cultural assets \$'000	Lease makegood \$'000	Total \$'000
<b>Asset revaluation reserve</b>						
Balance at the beginning of financial year		418	2,892	10	366	3,686
Revaluation increments/ (decrements)		-	-	-	-	-
Transfers to accumulated surplus		(21)	-	-	-	(21)
<b>Balance at end of financial year</b>		<b>398</b>	<b>2,892</b>	<b>10</b>	<b>366</b>	<b>3,666</b>

#### Nature and purpose of reserves

##### *Asset Revaluation Reserve*

The Asset Revaluation Reserve is used to record increments and decrements on the revaluation of Buildings, Land and Heritage assets (furniture), as described in Note 8.2 (b).



## NOTE 12 Cash Flow Reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in the Special Deposits and Trust Fund, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

### 12.1 Cash and deposits

Cash and deposits includes the balance of the Special Deposits and Trust Fund Accounts held by the Department, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

	2018 \$'000	2017 \$'000
<b>Special Deposits and Trust Fund balance</b>		
T520 Department of Premier and Cabinet Operating Account	2,906	5,015
T631 TMD Operating Account	3,944	3,049
T773 Sport and Recreation Tasmania	93	203
T816 Department of Premier and Cabinet Service Tasmania Account	1,628	1,814
<b>Total</b>	<b>8,571</b>	<b>10,081</b>
<b>Other cash held</b>		
Petty cash	3	3
Service Tasmania Shop Cash Floats	86	86
<b>Total</b>	<b>89</b>	<b>89</b>
<b>Total cash and deposits</b>	<b>8,660</b>	<b>10,170</b>

The funds held in T520 as at 30 June 2018 are primarily for projects yet to commence or commenced but not completed for which specific Commonwealth or State funds were allocated. For projects yet to commence (\$0.837m) under Section 8A(2) of the *Public Account Act 1986* is being carried forward for Local Government governance, gender diversity in the Tasmanian State Service, Brand Tasmania, Cyber Security Program and Service Tasmania CIP funding. The funding held in the trust fund for Australian and State government funded projects commenced but not completed totals \$1.942m.

The funds held in T631 as at 30 June 2018 include Commonwealth or State funds allocated to projects yet to commence or commenced but not completed. There is also a requirement to have reserves to meet normal operating liquidity requirements (\$2m).

The funds held in T773 and T816 as at 30 June 2018 is operating cash carried forward to 2017-18 and related to timing of operating activities.

### 12.2 Reconciliation of Net Result to Net Cash from Operating Activities

	2018 \$'000	2017 \$'000
Net result	4,863	(1,747)
Depreciation and amortisation	1,168	1,145
Interest on unwinding of lease make-good discount	8	13
(Gain) loss from sale of non-financial assets	(159)	1,791
Decrease (increase) in Receivables	(5,261)	492
Decrease (Increase) in Tax assets	(657)	(52)
Decrease (Increase) in Accrued revenue	(208)	141
Decrease (Increase) in Prepayments	914	149
Increase (Decrease) in Employee Benefits	552	798
Increase (Decrease) in Creditors	(690)	(655)
Increase (Decrease) in Accrued Expenses	2,098	(11)
Increase (Decrease) in Other Liabilities	(1,466)	341
<b>Net cash provided (used) by operating activities</b>	<b>1,162</b>	<b>2,405</b>

## 12.3 Acquittal of Capital Investment and Special Capital Investment Funds

The Department received Works and Services Appropriation funding and revenues from the Economic and Social Infrastructure Fund to fund specific projects.

Cash outflows relating to these projects are listed below by category.

Budget information refers to original estimates and has not been subject to audit.

### a) Project expenditure

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
<b>Capital Investment Program</b>			
Service Tasmania Shop funding	250	212	43
Silverdome WHS Project	1,869	1,802	285
<b>Total</b>	<b>2,119</b>	<b>2,014</b>	<b>327</b>
<b>Total Project Expenditure</b>	<b>2,119</b>	<b>2,014</b>	<b>327</b>

### b) Classification of cash flows

The project expenditure above is reflected in the Statement of Cash Flows as follows.

	2018 Actual \$'000	2017 Actual \$'000
<b>Cash Outflows</b>		
Supplies and Consumables	290	327
Payments for acquisition of Assets	1,724	-
<b>Total Cash Outflows</b>	<b>2,014</b>	<b>327</b>

## 12.4 Financing facilities

TMD has a Westpac operating bank account with an overdraft facility limit of \$500,000.

	2018 Actual \$'000	2017 Actual \$'000
<b>Westpac TMD Operating account</b>		
Amount unused	500	500
Amount used	-	-
<b>Total</b>	<b>500</b>	<b>500</b>
<b>Total Financing Facilities</b>	<b>500</b>	<b>500</b>

## 12.5 Reconciliation of liabilities arising from financing activities

Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Statement of Cash Flows as cash flows from financing activities.

2018	Borrowings \$'000	Total \$'000
<b>Balance as at 1 July 2017</b>	<b>709</b>	<b>709</b>
Changes from financing cash flows:		
Cash Received	-	-
Cash Repayments	(370)	(370)
<b>Balance as at 30 June 2018</b>	<b>339)</b>	<b>339)</b>

## NOTE 13 Financial Instruments

### 13.1 Risk exposures

#### a) Risk management policies

The Department has exposure to the following risks from its use of financial instruments:

- 1) credit risk;
- 2) liquidity risk; and
- 3) market risk.

The Head of Agency has overall responsibility for the establishment and oversight of the Department's risk management framework. Risk management policies are established to identify and analyse risks faced by the Department, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

#### b) Credit risk exposures

Credit risk is the risk of financial loss to the Department if a customer or counterparty to a financial instrument fails to meet their contractual obligations.

The credit risk on financial assets of the Department, which have been recognised in the Statement of Financial Position, is generally the carrying amount net of any provision for impairment.

The Department has a debt management policy with processes surrounding the raising of debts payable to the Department and the management of outstanding debts. The Department does not have a significant exposure to credit risk as departmental receivables are mainly from other government entities. The Department does not consider a need to have a provision for impairment.

The Department's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Position.

The Department does not have any significant exposure to credit risk.

The following tables analyse financial assets that are past due but not impaired.

## Analysis of financial assets that are past due at 30 June 2018 but not impaired

	Not past due	Past due 30 days \$'000	Past due 60 days \$'000	Past due 90 days \$'000	Total \$'000
Receivables	10,458	296	69	28	10,851

## Analysis of financial assets that are past due at 30 June 2017 but not impaired

	Not past due	Past due 30 days \$'000	Past due 60 days \$'000	Past due 90 days \$'000	Total \$'000
Receivables	4,517	117	39	51	4,724

### c) Liquidity risk

Liquidity risk is the risk that the Department will not be able to meet its financial obligations as they fall due. The Department's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due. The Department does not have any significant exposure to liquidity risk.

The Department has policies in place to manage liabilities as they fall due. The Department's budget policy enables the identification of issues and initiatives that have a budgetary impact and where appropriate to seek adequate funding to meet commitments as they arise.

The following tables detail the undiscounted cash flows payable by the Department by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position.

### 2018

Maturity analysis for financial liabilities	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	> 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
<b>Financial liabilities</b>								
Payables	3,524	-	-	-	-	-	3,524	3,524
Interest bearing liabilities	339	-	-	-	-	-	339	339
<b>Total</b>	<b>3,863</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,863</b>	<b>3,863</b>

### 2017

Maturity analysis for financial liabilities	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	> 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
<b>Financial liabilities</b>								
Payables	2,116	-	-	-	-	-	2,116	2,116
Interest bearing liabilities	370	339	-	-	-	-	709	709
<b>Total</b>	<b>2,486</b>	<b>339</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,825</b>	<b>2,825</b>

### d) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The primary market risk that the Department is exposed to is interest rate risk.

The Department manages a number of accounts under the *Public Account Act 1986* and in accordance with the *Financial Management and Audit Act 1990*, including the Treasurer's Instructions.

The Department does not have any significant exposure to interest rate risk.

## Sensitivity Analysis of Department's Exposure to possible Changes in Interest Rates.

The Department has performed a sensitivity analysis relating to its exposure to interest rate risk as at balance date.

- The Department operates a collection account and an expenditure account. No interest is applied to these accounts.
- Receivables are mainly from other government entities with credit terms of 30 days. Interest is not applied to other agencies on overdue amounts.
- The Department's accounts payable policy and procedures is to pay accounts within 30 days unless other trading terms have been agreed. This is deemed to provide no interest rate risk to the Department.
- The Department does not have financial leases or financial guarantees.

As at 30 June 2018, the Department did not have interest bearing financial instruments and no significant exposure to changes in interest rates.

A change in the variable rate of 100 basis points would not have an effect on the Department's profit and loss or equity.

## 13.2 Categories of financial assets and liabilities

	2018 \$'000	2017 \$'000
<b>Financial assets</b>		
Financial assets measured at amortised cost		
Petty cash	89	89
Cash in Special Deposits and Trust Fund	8,571	10,081
Receivables	10,851	4,724
<b>Total</b>	<b>19,511</b>	<b>14,894</b>
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost		
Payables	3,524	2,116
Interest bearing liabilities	339	709
<b>Total</b>	<b>3,863</b>	<b>2,825</b>

## 13.3 Comparison between carrying amount and net fair value of financial assets and liabilities

	Carrying Amount 2018 \$'000	Net Fair Value 2018 \$'000	Carrying Amount 2017 \$'000	Net Fair Value 2017 \$'000
<b>Financial assets</b>				
Petty cash	89	89	89	89
Cash in Special Deposits and Trust Fund	8,571	8,571	10,081	10,081
Receivables	10,851	10,851	4,724	4,724
<b>Total financial assets</b>	<b>19,511</b>	<b>19,511</b>	<b>14,894</b>	<b>14,894</b>
<b>Financial liabilities</b>				
Payables	3,524	3,524	2,116	2,116
Interest bearing liabilities	339	339	709	709
<b>Total financial liabilities</b>	<b>3,863</b>	<b>3,863</b>	<b>2,825</b>	<b>2,825</b>



## NOTE 14 Notes to Administered Statements

### 14.1 Explanations of material variances between budget and actual outcomes

The variances between Budget estimates and actual outcomes were not material. The variance was less than both 10 per cent of Budget estimate and \$500,000.

### 14.2 Administered revenue from Government

Administered revenue from Government includes revenue from appropriations, including appropriations carried forward under section 8A (2) of the *Public Account Act 1986*, and from Items Reserved by Law.

The Budget information is based on original estimates and has not been subject to audit.

	<b>2018 Budget \$'000</b>	<b>2018 Actual \$'000</b>	<b>2017 Actual \$'000</b>
Appropriation revenue - recurrent			
Reserved by law – Tasmanian Community Fund	6,420	6,529	6,338
Reserved by law – Tasmanian Icon – State Cricket Team	500	500	500
<b>Total revenue from Government</b>	<b>6,920</b>	<b>7,029</b>	<b>6,838</b>

### 14.3 Administered Transfer Expenses

	<b>2018 Actual</b>	<b>2016 Actual</b>
	\$'000	\$'000
Transfer to Tasmanian Community Fund	6,529	6,338
Transfer to Tasmanian Icon – State Cricket Team	500	500
<b>Total</b>	<b>7,029</b>	<b>6,838</b>

## NOTE 15 Transactions and Balances Relating to a Trustee or Agency Arrangement

Transactions relating to activities undertaken by the Department in a trust or fiduciary (agency) capacity do not form part of the Department's activities. Trustee and agency arrangements, and transactions/balances relating to those activities, are neither controlled nor administered.

Fees, commissions earned and expenses incurred in the course of rendering services as a trustee or through an agency arrangement are recognised as controlled transactions.

During 2017-18, the Department held monies in a trustee capacity on behalf of the former Tasmanian Early Years Foundation and the Tasmanian Community Fund.

The Tasmanian Early Years Foundation ceased to operate on 8 December 2016 pursuant to the *Tasmanian Early Years Foundation (Winding Up) Act 2016* (the Winding Up Act) which provided for its dissolution.

Under Section 5 of the Winding Up Act, the Tasmanian Early Years Foundation's assets and liabilities were transferred to the Crown. Net assets comprised entirely of cash held in a Special Deposit and Trust Account of which \$572,328.48 were transferred to the Crown (represented by the Department of Premier and Cabinet) and the remaining \$518.65 held as at 1 July 2017 relates to accrued administrative expenses.

As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for achievement of the Department's objectives, transactions and balances relating to a trustee arrangement are not recognised as departmental revenues, expenses, assets or liabilities in these Financial Statements.

Account/Activity	Opening balance \$'000	Net transactions during 2017-18 \$'000	Closing balance \$'000
T472 Tasmanian Early Years Foundation Account	1	(1)	-
T423 Tasmanian Community Fund Board	11,187	289	11,476

## NOTE 16 Events Occurring After Balance Date

An administrative restructure has occurred after the reporting date of 30 June 2018, transferring Communities Sport and Recreation, Tasmanian Institute of Sport, the Silverdome and administrative responsibility for the Tasmanian Community Fund to the Department of Communities Tasmania. The financial effect of this event has not been recognised.

## NOTE 17 Significant Accounting Policies and Judgements

### 17.1 Objectives and Funding

The Department of Premier and Cabinet (the Department) provides a broad range of services to Cabinet, other Members of Parliament, the Governor of Tasmania, 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 is a central agency of the Tasmanian Government. The Ministers whom the Department supports as of 30 June 2018 are the Premier, the Minister for Local Government, the Minister for Science and Technology, the Minister for Environment, the Minister for Aboriginal Affairs, the Minister for Disability Services and Community Development, the Minister for Sport and Recreation, and the Minister for Women.

The Department also provided administrative support to the Local Government Board.

The Department plays an important role in whole-of-government policy co-ordination, issues management, inter-governmental relations, information technology and telecommunications, public sector management, and coordination of government services through Service Tasmania.

The Department delivers a range of outputs to support the activities of other public sector organisations. These services encompass state service management, project management, information resource management, inter-agency human resource management and across government telecommunication and computing services.

Departmental activities contributing towards these outcomes are classified as either controlled or administered. Controlled activities include the use of assets, liabilities, revenues and expenses controlled or incurred by the Department in its own right. Administered activities include the management or oversight by the Department on behalf of the Government of items controlled or incurred by the Government, as reported in Note 2.4.

The Department is a Tasmanian Government not-for-profit entity funded through a mixture of Parliamentary appropriations and retained revenues. It provides the following services on a fee-for-service basis:

- training;
- telecommunications and computing; and
- facility hire.

The Financial Statements encompass all funds through which the Department controls resources to carry out its functions.

## 17.2 Basis of Accounting

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the Financial Management and Audit Act 1990.

The Financial Statements were signed by the Secretary on 7 September 2018.

Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS), as the AAS includes requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Department is considered to be not-for-profit and has adopted some accounting policies under AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 17.5.

The Financial Statements have been prepared on the basis that the Department is a going concern. The continued existence of the Department in its present form, undertaking its current activities, is dependent on Government policy and on continuing appropriations by Parliament for the Department's administration and activities.

## 17.3 Reporting Entity

The Financial Statements include all the controlled activities of the Department. The Financial Statements consolidate material transactions and balances of the Department and entities included in its output groups. Material transactions and balances between the Department and such entities have been eliminated.

## 17.4 Functional and Presentation Currency

These Financial Statements are presented in Australian dollars, which is the Department's functional currency.

## 17.5 Changes in Accounting Policies

### a) Impact of new and revised Accounting Standards

In the current year, the Department has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

- *2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* – The objective of this Standard is to amend AASB 107 *Statement of Cash Flows* to require entities preparing statements in accordance with Tier 1 reporting requirements to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. This Standard applies to annual periods beginning on or after 1 January 2017. The impact is increased disclosure of financial activities in relation to cash flows and non-cash changes as shown at Note 12.5. There is no financial impact.
- *2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities* – The objective of this Standard is to amend AASB 136 *Impairment of Assets* to remove references to depreciated replacement cost as a measure of value in use for not-for-profit entities and to clarify that the recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued to fair value under the revaluation model in AASB 116 *Property, Plant and Equipment* and AASB 138 *Intangible Assets*, and AASB 136 applies to such assets accounted for under the cost model in AASB 116 and AASB 138. This Standard applies to annual reporting periods beginning on or after 1 January 2017. The impact is enhanced disclosure in relation to non-cash-generating specialised assets of not-for-profit entities. There is no financial impact.

### b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standards have been issued by the AASB and are yet to be applied:

- AASB 9 *Financial Instruments* and 2014-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)* - the objective of these Standards is to establish principles for the financial reporting of financial assets and financial

liabilities that will present relevant information to users of financial statements for their assessment of the amounts, timing, uncertainty of an entity's future cash flows, and to make amendments to various accounting standards as a consequence of the issuance of AASB 9. These standards apply to annual reporting periods beginning on or after 1 January 2018. It is not anticipated that there will be any material financial impact.

- *AASB 15 Revenue from Contracts with Customers* – The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, an uncertainty of revenue and cash flows arising from a contract with a customer. In accordance with *2015-8 Amendments to Australian Accounting Standards - Effective Date of AAS 15*, this Standard applies to annual reporting periods beginning on or after 1 January 2018. Where an entity applies the Standard to an earlier annual reporting period, it shall disclose that fact. It is not anticipated that there will be any material financial impact.
- *2014-5 Amendments to Australian Accounting Standards arising from AASB 15* – The objective of this Standard is to make amendments to Australian Accounting Standards and Interpretations arising from the issuance of *AASB 15 Revenue from Contracts with Customers*. This Standard applies when AASB 15 is applied, except that the amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply to annual reporting periods beginning on or after 1 January 2018. This Standard shall be applied when AASB 15 is applied. The financial impact has yet to be assessed.
- *2016-3 Amendments to Australian Accounting Standards - Clarifications to AASB 15* – The objective of this Standard is to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. This Standard applies to annual periods beginning on or after 1 January 2018. The impact is enhanced disclosure in relation to revenue. It is not anticipated that there will be any material financial impact.
- *AASB 16 Leases* – The objective of this Standard is to introduce a single lessee accounting model and require a lessee to recognise assets and liabilities. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The standard will result in most of the Department's operating leases being brought onto the Statement of Financial Position and additional note disclosures. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and required lease payments. A corresponding right to use asset will be recognised, which will be amortised over the term of the lease. There are limited exceptions relating to low-value assets and short-term leases with a term at commencement of less than 12 months. Operating lease costs will no longer be shown. The Statement of Comprehensive Income impact of the leases will be through amortisation and interest charges. The Department's current operating lease costs is shown at note 6.3. In the Statement of Cash Flows lease payments will be shown as cash flows from financing activities instead of operating activities. Further information on the Department's current operating lease position can be found at note 10.1. The financial impact is yet to be assessed.
- *AASB 1058 Income of Not-for-Profit Entities* – The objective of this Standard is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives, and the receipt of volunteer services. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to income of not-for-profit entities. It is not anticipated that there will be any material financial impact.
- *AASB 1059 Service Concession Arrangements: Grantors* – The objective of this Standard is to prescribe the accounting for a service concession arrangement by a grantor that is a public sector entity. This Standard applies on or after 1 January 2019. The impact of this standard is enhanced disclosure in relation to service concession arrangements for grantors that are public sector entities. It is not anticipated that there will be any material financial impact.

## 17.6 Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

## 17.7 Comparative Figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Details of the impact of changes in accounting policy on comparative figures are at Note 17.5.

## 17.8 Rounding

All amounts in the Financial Statements have been rounded to the nearest thousand dollars unless otherwise stated. As a consequence, rounded figures may not add to totals. Amounts less than \$500 are rounded to zero and are indicated by the symbol "...".

## **17.9 Departmental Taxation**

The Department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax (GST).

### **17.10 Goods and Services Tax**

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable or payable to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Tax Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

### **17.11 Superannuation liability**

The Department does not recognise a liability for the accruing superannuation benefits of Departmental employees. This liability is held centrally and is recognised with the Finance-General Division of the Department of Treasury and Finance.



# Appendix B:

## Legislation administered

Legislation administered by DPAC in 2017-18 is listed below.<sup>1</sup> All legislation, including any amending Acts, is available at the Tasmanian Legislation website [www.legislation.tas.gov.au](http://www.legislation.tas.gov.au).

### PREMIER

*Administrative Arrangements (Miscellaneous Amendments) Act 1990*  
*Administrative Arrangements Act 1990*  
*Anglican Church of Australia (All Saints Church) Act 1989*  
*Anglican Church of Australia (Stanley Parsonage) Act 1984*  
*Anglican Church of Australia Constitution Act 1973*  
*Australia Acts (Request) Act 1985*  
*Australia Acts (Request) Act 1999*  
*Baptist Union Incorporation Act 1902*  
*Church of England (Rectory of St. James the Apostle) Act 1980*  
*Churches of Christ Tasmania Act 1978*  
*Churches of Christ, Scientist, Incorporation Act 1980*  
*Coastal and Other Waters (Application of State Laws) Act 1982*  
*Constitution (Doubts Removal) Act 2009*  
*Constitution (State Employees) Act 1944*  
*Constitution (Validation of Taxing Acts) Act 1991*  
*Constitution Act 1934*  
*Constitutional Powers (Coastal Waters) Act 1979*  
*Crown Servants' Reinstatement Act 1970*  
*Daylight Saving Act 2007*  
*Glebe Lands Act 1865*  
*Governor of Tasmania Act 1982 except in so far as it relates to the superannuation entitlements of the Governor*  
*Hobart Hebrew Congregation Act 1958*  
*Jim Bacon Foundation (Winding-up) Act 2013*  
*Legislation Publication Act 1996*  
*Legislative Council Elections Act 1999*  
*National Broadband Network (Tasmania) Act 2010*  
*Parliament House Act 1962*  
*Parliamentary (Disclosure of Interests) Act 1996*  
*Parliamentary Privilege Acts 1858, 1885, 1898 and 1957*  
*Parliamentary Salaries, Superannuation and Allowances Act 2012 except in so far as it relates to the superannuation entitlements of members of Parliament*  
*Police Service Act 2003 in so far as it relates to the appointment to, and employment in, the office of Commissioner of Police*  
*Presbyterian Church Acts 1896 and 1908*  
*Presbyterian Church of Australia Acts 1901 and 1971*  
*Public Accounts Committee Act 1970*  
*Public Works Committee Act 1914 except in so far as it relates to the conditions precedent to commencing public works*  
*Roman Catholic Church Property Act 1932*

*Standard Time Act 1895*  
*State Coastal Policy Validation Act 2003*  
*State Policies and Projects (Validation of Actions) Act 2001*  
*State Policies and Projects Act 1993 except Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4*  
*State Service (Savings and Transitional Provisions) Act 2000*  
*State Service Act 2000*  
*Statutory Authorities Act 1962*  
*Subordinate Legislation Committee Act 1969*  
*Succession to the Crown (Request) Act 2013*  
*Tasmania Together Progress Board Repeal Act 2012*  
*Tasmanian Early Years Foundation (Winding-up) Act 2016*  
*Tsuneichi Fujii Fellowship Trust (Winding-up) Act 2008*  
*Uniting Church in Australia Act 1977*

### MINISTER FOR ABORIGINAL AFFAIRS

*Aboriginal Land Council Elections Act 2004*  
*Aboriginal Lands Act 1995*  
*Native Title (Tasmania) Act 1994*  
*Stolen Generations of Aboriginal Children Act 2006*

### MINISTER FOR DISABILITY SERVICES AND COMMUNITY DEVELOPMENT

*Tasmanian Community Fund Act 2005*

### MINISTER FOR ENVIRONMENT

*Climate Change (State Action) Act 2008*

### MINISTER FOR LOCAL GOVERNMENT

*Burial and Cremation Act 2002*  
*Dog Control Act 2000*  
*Glenorchy City Council (Dismissal of Councillors) Act 2017*  
*Local Government (Highways) Act 1982*  
*Local Government (Savings and Transitional) Act 1993*  
*Local Government Act 1993*  
*Ockerby Gardens Helipad Act 1999*

### MINISTER FOR VETERANS' AFFAIRS

*Anzac Day Observance Act 1929*  
*Ex-Servicemen's Badges Act 1967*

<sup>1</sup> All legislation listed is current as at 30 June 2018.

# Appendix C:

## Recipients of Grants and Government Contributions

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

## AUSTRALIA DAY GRANTS PROGRAM

Australia Day is a national celebration of what is great about Australia and being Australian, a day to reflect on what has been achieved, and what we can be proud of in our great nation. At its core, Australia Day is a day driven by communities, and the celebrations held in each town, suburb, or city are the foundation of its ongoing success.

The Australian Government provides funding for the Australia Day Great Ideas Grants Program, which delivers seed funding to local councils to grow a great idea in its first year. Grants are only available for a new activity that complements and builds on existing Australia Day celebrations, and are about inspiring new and imaginative ways for a community to celebrate.

### Australia Day Grants – recipients

Organisation	\$	Purpose
Clarence City Council	4,000	Towards Australia Day Great Ideas Grant 2018
Flinders Council	3,500	Towards Australia Day Great Ideas Grant 2018
George Town Council	2,000	Towards Australia Day Celebrations
Sorell Council	2,781	Towards Australia Day Celebrations
<b>TOTAL</b>	<b>12,281</b>	

## COMMUNITIES, SPORT AND RECREATION GRANTS

Organisation	\$	Purpose
Council On The Ageing (Tasmania) Inc	125,000	Towards salary & operational cost for delivery of Seniors Week Programs in 2017-18
Council On The Ageing (Tasmania) Inc	105,400	Towards six projects under Tasmania's Active Ageing Plan 2017-2020
Council On The Ageing (Tasmania) Inc	91,532	Towards supporting a transition to a sustainable business model
Council On The Ageing (Tasmania) Inc	33,000	Towards employee remuneration order supplementary funding for active ageing
Council On The Ageing (Tasmania) Inc	17,310	Towards employee remuneration order supplementary funding for core funding
Council On The Ageing (Tasmania) Inc	15,844	Towards employee remuneration order supplementary funding for Seniors Week
Council On The Ageing (Tasmania) Inc	10,947	Towards peak body support for older people - 60 years & over
<b>TOTAL</b>	<b>399,033</b>	

### Emergency Food Relief Program – Recipients

Organisation	\$	Purpose
Foodbank Of Tasmania Inc	200,000	Towards lease of warehouse in Devonport
Foodbank Of Tasmania Inc	100,000	Towards operational costs
Produce To The People Inc	75,000	Towards maintaining operations for 17-18, and transition to a sustainable business model
Produce To The People Inc	25,000	Towards the distribution of surplus & donated food
Secondbite	15,000	Towards operational costs
<b>TOTAL</b>	<b>415,000</b>	

## Family Assistance Program

The objectives of the Family Assistance Program are to:

- provide direct emergency relief to Tasmanian families suffering financial hardship; and
- provide support programs that are ancillary to the provision of emergency relief.

### Family Assistance Grants – Recipients

Organisation	\$	Purpose
St Vincent de Paul Society Tas Inc	100,000	To provide family and emergency relief support and ancillary programs
The Salvation Army – Australian Southern Territory	100,000	To provide family and emergency relief support and ancillary programs
Anglicare Tasmania Inc	80,000	To provide emergency relief support and ancillary programs
Hobart City Mission Inc	25,000	To provide family and emergency relief support and ancillary programs
Launceston City Mission Inc	25,000	To provide family and emergency relief support and ancillary programs
<b>TOTAL</b>	<b>330,000</b>	

## Food Vans Program

The objective of the Food Vans Program is to assist with provision of food and beverage services, outreach services and information and social contact to disadvantaged Tasmanians.

### Food Vans Program – Recipients

Organisation	\$	Purpose
Grans Van Association Inc	40,000	Towards support for provision of food van services in 2017-18
St Vincent de Paul Society Tas Inc	40,000	Towards support for provision of food van services through Loui's Van in 2017-18
<b>TOTAL</b>	<b>80,000</b>	

## Lesbian, Gay, Bisexual, Transgender and Intersex Community Grants

The LGBTI grants program provides grants to community organisations and tertiary institutions to improve outcomes for LGBTI community members. The following organisations were funded during 2017-18:

### LGBTI grants recipients

Organisation	\$	Purpose
Royal District Nursing Service	17,700	Towards Working With Transexual And Gender Diverse
Relationships Australia	13,000	Towards 'Seeing It Clearly' LGBTI Inclusive Practice Training Project
Support Help & Empowerment Inc	10,000	Towards raising awareness of domestic violence within Tasmania's LGBTI community project
Glenorchy City Council	7,000	Towards the LGBTI Elders Dance Club Project
Hobart Womens Shelter	2,300	Towards building an LGBTI inclusive practice
<b>TOTAL</b>	<b>50,000</b>	

## Multicultural Council of Tasmania – Core funding

The Multicultural Council of Tasmania received \$90,000 to operate as a peak body representing the interests of culturally, linguistically and religiously diverse communities in Tasmania. It also received an Equal Remuneration Order payment of \$15,579.

### Multicultural Council of Tasmania grant – Recipients

Organisation	\$	Purpose
Multicultural Council of Tasmania Inc	90,000	Peak Body funding
Multicultural Council of Tasmania Inc	15,579	Equal remuneration order 2017-18
<b>TOTAL</b>	<b>105,579</b>	

## Multicultural Grants Program – Recipients

Organisation	\$	Purpose
Multicultural Council of Tasmania Inc	25,000	Towards Harmony Week 2018 Grant
A Fairer World	19,941	Towards The Womens' Business 2018 Project
Conservation Volunteers Australia	11,000	Towards Cross Cultural Conservation Project
Migrant Resource Centre Northern Tas Inc	10,000	Towards Jumping Over Hurdles Project
Tamil Association of Tasmania	8,267	Towards Youth Program - Workshops And Training
Rotary Club of Hobart Inc	5,800	Towards Fresh Food For Families Grant
Iranian Australian Community Association of Southern Tasmania	5,000	Towards community capacity building
Hobart Accueil Inc	4,817	Towards celebrate French music at La Fete D La Musique Project
Australian Bhutanese Society Of Northern	4,700	Towards celebrating 10 years of Bhutanese
Glenorchy City Council	4,650	Towards the Portrait Of A Community Project
Nepali Society of Tasmania Inc	4,000	Towards equipment for sports activities
Nepali Society of Tasmania Inc	3,885	Towards Hobart Language Day Project
Tasmanian Muslim Association Inc	3,500	Towards Harmony Day Festival For Local Kids
Hobart City Council	3,400	Towards Harmony By The Bay Project
Australian Oromo Community of Tasmania	3,000	Towards Oromo Community Holiday Excursions For Children Project
Launceston Hazara Community Inc	3,000	Towards Hazara Sunday Educational School Project
Launceston Hazara Community Inc	2,880	Towards Cross Cultural French School Project
Polish Association In Hobart Inc	2,160	Towards Polish folk dancing for seniors
<b>TOTAL</b>	<b>125,000</b>	

## National Youth Week Grants Program – Recipients

Organisation	\$	Purpose
Youth Network of Tasmania	17,250	Towards administration and promotion of Youth Week
Derwent Valley Council	2,000	Towards Derwent Valley Youth Week 2018
Glenorchy City Council	2,000	Towards the Combined Youth Fun and Games Event
Hobart City Council	2,000	Towards the Combined Youth Fun and Games Event
Huon Valley Council	2,000	Towards the Genzed Music Festival
Meander Valley Council	2,000	Towards National Youth Week activities
Youth Family & Community Connections	2,000	Towards the Burnie Youth Festival Initiative
Central Coast Council	1,853	Towards Youth Entertainers Boot Camp Initiative
Tascare Society For Children	1,850	Towards Music @Mona An All Abilities Performance
Relationships Australia	1,700	Towards music talent competition
Deloraine House Inc	1,500	Towards Creative Conversations A Picture Paints
Rural Health Tasmania Inc	1,500	Towards National Youth Week Activities
Deloraine High School	1,310	Towards Join The Dots Deloraine Artvoice
Devonport City Council	1,000	Towards Reclaim The Lane Initiative
<b>TOTAL</b>	<b>39,963</b>	



## Other Communities, Sport and Recreation Grants – Recipients

Organisation	\$	Purpose
The Salvation Army	350,000	Towards Energy Hardship Fund Allocation 2017-18
The Salvation Army	300,000	Towards Safe Haven Hub Instalment 3
Loaves & Fishes Tasmania	250,000	Towards providing support for youth at risk
Big Hart Inc	100,000	Towards Project 0
Multicultural Council of Tasmania Inc	60,000	Towards The MCOT Community Capacity Project
Carers Tasmania Inc	50,000	Towards Policy Engagement 2017-18
Carers Tasmania Inc	50,000	Towards The Multicultural Community Hub
Carers Tasmania Inc	40,000	Towards enhanced access support
Catholiccare Tasmania	30,000	Towards Multifaceted Study Club
Catholiccare Tasmania	29,000	Towards sustainable learning support
Catholiccare Tasmania	25,000	Towards provision of migration advice
Migrant Resource Centre Northern Tas Inc	25,000	Towards migrant advice for family reunion
Migrant Resource Centre (Sthn Tas) Inc	21,000	Towards improving migrant and refugee student outcomes
Australian Red Cross Society	20,000	Towards The Migrant Mentoring Program
Community Transport Services Tasmania	20,000	Towards First And Last Mile - Pilot Connector Service
National Accreditation Authority for Translators	17,414	Towards Tasmanian Government contribution to NAATI
Royal Hobart Regatta Association Inc	14,000	Towards annual funding
Central Coast Council	13,643	Towards The Dementia-Friendly Central Coast
Derwent Valley Council	11,310	Towards The Keeping Engaged In The Derwent Valley Project
Kingborough Council	9,660	Towards The Community Connections Project
Local Government Association Tas (LGAT)	9,587	Towards The Liveability Assessment For Walkability Project
Waratah-Wynyard Council	8,000	Towards The Liveable Communities Grants Program 17-18
Meander Valley Council	7,200	Towards Well Seasoned Health Activities For Older Adults Program
Hobart City Council	5,400	Towards The Positive Ageing In Hobart Project
Glenorchy City Council	5,200	Towards Glenorchy As An Age Friendly City Project
Clarence City Council	5,000	Towards An Age-Friendly Intergenerational City
Tasmanian Young Achiever Awards	1,000	Towards The Premiers Young Achiever Of The Year 2017
<b>TOTAL</b>	<b>1,477,414</b>	

## Volunteering Tasmania – Recipients

Volunteering Tasmania received \$90,000 to operate as a peak body for the Tasmanian volunteering sector.

Volunteering Tasmania is also funded \$170,000 per annum to undertake projects to encourage volunteer tourism, improve management of volunteers, support volunteering in the sport and recreation sector, and to coordinate and host the Premier's Volunteer of the Year Award.

### Volunteering Tasmania – Recipients

Organisation	\$	Purpose
Volunteering Tasmania Inc	170,000	Towards projects to encourage volunteer tourism
Volunteering Tasmania Inc	90,000	Towards peak body funding 2017-2018
Volunteering Tasmania Inc	50,000	Towards emergency volunteering
Volunteering Tasmania Inc	42,756	Towards ERO increases for social aid and community Services
<b>TOTAL</b>	<b>352,191</b>	

## Youth Network of Tasmania

The Government provides the Youth Network of Tasmania (YNOT) with recurrent annual funding of \$240,165 to cover salary and operational costs incurred in achieving the agreed objectives of a peak body for Tasmania's youth sector and facilitating the Tasmanian Youth Forum, the State's primary youth participation mechanism. An Equal Remuneration Order payment of \$41,573 was also made.

The objectives of the YNOT grant are to:

- involve young people and service providers in identifying and responding to youth issues;
- facilitate and support coordination in the youth sector;
- provide information, support and/or advice to DPAC and all levels of government, and the wider community, on youth issues;
- work with the Government on policies, programs and services for young people, with a particular focus on social inclusion, connectedness and participation; and
- maintain financial viability as an organisation and implement suitable best practice corporate governance arrangements.

Each year, YNOT is required to provide a progress report against the key performance indicators in the Deed prior to receiving its annual payment.

### Youth Network of Tasmania – Recipients

Organisation	\$	Purpose
Youth Network of Tasmania	240,165	Towards Peak Body funding
Youth Network of Tasmania	41,573	Equal remuneration order 1/7/15 – 30/6/2016
Youth Network of Tasmania	21,074	Towards promoting Tasmanian Government youth employment
<b>TOTAL</b>	<b>302,811</b>	

### Youth Parliament – Recipients

Organisation	\$	Purpose
YMCA of Hobart Inc	14,750	Towards delivery of Tasmanian YMCA Youth Parliament – Instalment 1 and 2
<b>TOTAL</b>	<b>14,750</b>	

### Other Grants – Recipients

Organisation	\$	Purpose
University of Tasmania	288,000	Towards The Premier of Tasmania Honors Scholarship
University of Tasmania	30,000	Towards The Jim Bacon Foundation Scholarship
University of Tasmania	30,000	Towards The Premier of Tasmania Education Inspiration Scholarship
University of Tasmania	20,000	Towards A Diversity Intern Scholarship
Launceston City Council	20,000	Towards Launceston Show
Burnie Agricultural And Pastoral Society	5,000	Towards Delivery of The Burnie Show
Royal National Agricultural & Pastoral Society	5,000	Towards Delivery of The Launceston Show
University of Tasmania	5,000	Towards Judith Liauw Memorial Scholarship In Pharmacy 2019
<b>TOTAL</b>	<b>403,000</b>	

## Premier's Discretionary Fund – Recipients

Organisation	\$	Purpose
Southern Tasmanian Councils Authority	2,420	Towards brand development
Rotary Club Of Devonport	10,000	Towards gastroparesis research
Kingborough Senior Citizens Club Inc	7,650	Towards clubs hall floor
West Winds Community Centre Inc	6,691	Towards a gas cooker
Huonville Men's Shed	6,372	Towards infrastructure upgrades
Barnardos Australia	5,500	Towards 2018 Mother Of The Year
Geeveston Town Hall Co Ltd	5,400	Towards Arve Giant Footprint
Huon Valley Little Athletics	5,200	Towards security system
Barnes Bay Anglican Church, Bruny Island	5,000	Towards toilet facilities
Bruny Island Community Aged Living Committee	5,000	Towards The Aged Living Survey
Cygnnet Community Hub	5,000	Towards a new computer
Kingborough Bowls Club Inc	5,000	Towards barbeque
She Shreds Australia Inc	5,000	Towards a skate park
St Helens Marine Rescue Association Inc	5,000	Towards installation of CCTV
Wynyard Bowls Club Inc	5,000	Towards replacement fund
Devonport Lapidary Club Inc	4,779	Towards equipment
Launceston City Mission Inc	3,600	Towards an air conditioning unit
Kingston Beach Regatta Assoc Inc	3,500	Towards 2018 event
Mansell Brett	3,500	Towards a scholarship
Bicheno Men's Shed	3,000	Towards a storage container
Bruny Island Easter Carnival	3,000	Towards event
Carrick Speedway Management	3,000	Towards interstate travel
Devonport Men's Shed Inc	3,000	Towards additional infrastructure at new premises
Dorset Community Men's Shed Inc	3,000	Towards a shipping container
Flotilla Comander	3,000	Towards a handheld radio
Huonville Meals On Wheels	3,000	Towards a freezer
King Island Country Women's Association	3,000	Towards structural upgrades
North-West Branch Of Dressage Tasmania	3,000	Towards the cost of a storage container
St Helens Sailing Club	3,000	Towards Stonehaven Cup Program
Taste Of The North West Inc	3,000	Towards an event
Dutch Australian Society	2,910	Towards a commemorative event
Bay Of Fires Art Festival	2,798	Towards The Bay Of Fires Art
Risdon Vale Bike Collective	2,790	Towards infrastructure
Beech Rachel	2,500	Towards building a new shelter
Bucaan Community House Inc	2,500	Towards a commercial refrigeration unit
Derwent Valley Field And Game Club	2,500	Towards sports equipment
Devonport Agricultural & Pastoral Society	2,500	Towards 2017 event
Japtec Friendship And Cultural Exchange Program	2,500	Towards Huonville & St Aloysius students attending Japtec program in Japan
Kentish Rowing Club	2,500	Towards sport equipment
Mersey Clay Target Club Inc	2,500	Towards upgrading kitchen facilities
Penguin Bowls Club	2,500	Towards The 36th Penguin Classic Pairs Lawn Bowls Event
Penguin Clay Target Club Inc	2,500	Towards new catering equipment
Risdon Vale Primary School	2,500	Towards the annual fair
Southern Tasmanian Axemens Assoc Inc	2,500	Towards an event

Organisation	\$	Purpose
Wesley Uniting Church	2,500	Towards Nobucks Program
North West Car Club	2,400	Towards site cleaning for a junior driver training facility
South Arm Fire Brigade	2,400	Towards a defibrillator
Wynyard Football Club Inc	2,300	Towards refurbishing club facilities
Emu Bay Rhododendron Garden Inc	2,160	Towards an irrigation system
Metro Football Club	2,100	Towards a defibrillator
Natone Hall Community	2,010	Towards purchasing chairs
All Around Heath And Community Care	2,000	Towards a defibrillator
Avoca Memorial Hall	2,000	Towards electrical upgrades
Awards Australia Pty Ltd	2,000	Towards National Youth Week 2017-18 Tasmanian Young Achiever Awards
Awards Australia Pty Ltd	2,000	Towards The Tasmanian Young Achiever Of The Year
Break O'Day Triathlon	2,000	Towards an event
Burnie Men's Shed	2,000	Towards a defibrillator
Deloraine Golf Club Inc	2,000	Towards repairs to greens
Deloraine Street Car Show	2,000	Towards an event
Fontyn Sports Media	2,000	Towards an event
George Town Senior Citizens Club	2,000	Towards an industrial refrigerator
Give Me 5 For Kids Southern Cross Austero	2,000	Towards donation for launch
Howrah Men's Shed Incorporated	2,000	Towards a defibrillator
Killiecrankie Community	2,000	Towards Purchasing a defibrillator
Launceston Legacy Inc	2,000	Towards Launceston Legacy Program
Leighland Christian School	2,000	Towards a mission trip to Vanuatu
Lend A Hand For Hugo Fundraiser	2,000	Towards business plan for schools program
MyState Student Film Festival	2,000	Towards 2017 MyState Student Film Festival Premier's Award
National Fitness Southern Recreation Ass	2,000	Towards a defibrillator
Paced Inc	2,000	Towards a medical education program
Riverside Olympic Football Club	2,000	Towards new playing jerseys
Rotary Club of Claremont Inc	2,000	Towards playground shelters
South Hobart Football Club Inc	2,000	Towards a defibrillator
St Giles Society	2,000	Towards fundraising efforts
Tullah Progress Association	2,000	Towards new signage
West Moonah Community House	2,000	Towards The Tucker Time Program
Howrah Bowls Club Inc	1,995	Towards a defibrillator
Claremont Bowls Club Inc	1,900	Towards shade shelters
Young Leaders Of Tasmania	1,900	Towards an event
Western Tiers Community Club	1,895	Towards a defibrillator
Somerset Scout Group	1,860	Towards a new air conditioner
Egeria MI	1,850	Towards a defibrillator
Saint Francis Flexible Learning Centre	1,803	Toward costs of sporting equipment
Devonport Table Tennis Association	1,750	Towards new equipment
Tasmanian Pony And Riding Club	1,650	Towards new chairs
Chudleigh Hall Committee	1,600	Towards commercial toaster
Anglican Parish Of Channel And Cygnet	1,500	Towards video production for an event
Beauty Point Bowls Club	1,500	Towards replacement power pole
Hobart German Choir	1,500	Towards travel and accommodation
Lansdowne Crescent Primary School	1,500	Towards Steam Program
Longford Men's Shed & Associates Inc	1,500	Towards maintenance

Organisation	\$	Purpose
Muir Mr Brian	1,500	Towards interstate travel
Olympia F C Warriors	1,500	Towards overseas travel
Pakana Services	1,500	Towards purchasing a trailer
Penguin Cricket Club Inc	1,500	Towards a storage container
Sheffield Inc	1,500	Towards travel
Special Olympics Basketball Club	1,500	Towards travel interstate
Swansea Golf Club	1,500	Towards a practice net
Tasmanian Dog Training Club	1,500	Towards structural upgrades
Devonport Community House Inc	1,450	Towards play equipment
Railton Neighbourhood Centre	1,400	Towards laptop
Rokeby Neighbourhood Centre Inc	1,400	Towards purchasing secure storage container
Deloraine Bowls Club	1,360	Towards installing a water cooler
Dairy Plains Hall Committee	1,349	Towards heating
Break O'Day Stitchers Association	1,300	Towards community quilt program
Meander Hall Committee	1,200	Towards a security door
Pyengana Cricket Club	1,200	Towards the cost of a new practice wicket
Georges Bay Dragon Boat Club Inc	1,139	Towards life jackets
Cosgrove High School	1,100	Towards a coffee machine
Sacred Heart School Geeveston	1,100	Towards the grade 6 Canberra trip
Wynyard Gymnastics Club Inc	1,100	Towards an audio system
Wynyard Junior Soccer Club	1,100	Towards training equipment
Derwent Valley Railway	1,050	Towards security system
A Fairer World	1,000	Towards holding events
Brain Cancer Foundation In Tasmania	1,000	Toward costs of 2018 event
City Of Devonport Lions Club	1,000	Towards a storage container
Colwell Steve	1,000	Towards Community Swap And Exchange Scheme
Devonport Surf Live Saving Club Inc	1,000	Towards rescue boards
Dover Commodity Workshop	1,000	Towards a storage shed
Forth Valley Lions Club	1,000	Towards equipment
Historical Machinery Club Inc	1,000	Towards training equipment
Intercultural Sports League	1,000	Towards ground hire
Kempton Festival 2018	1,000	Towards travel
Latrobe Croquet Club Inc	1,000	Towards structural upgrades
Longford Fire Station	1,000	Towards a defibrillator
Mast Films Pty Ltd	1,000	Towards to produce feature film
Muscular Dystrophy Association of Tasmania	1,000	Towards The Relive The Rivalry event
Peam's Steam World	1,000	Towards an upgrade of facilities
Phoenix Community House	1,000	Towards operational costs
Reconciliation Council of Tasmania	1,000	Towards the event launch - Reconciliation Council of Tasmania
Rotary Club of Youngtown	1,000	Towards the 2018 event
Ruby Tatnell	1,000	Towards interstate travel
South East Boxing Association	1,000	Towards junior development
Tas Events	1,000	Towards Bhutanese New Year
Tas Special Children's Christmas Party	1,000	Towards The 2017 Tasmanian Special Children's Christmas Party
Tasmanian Trout Expo Inc	1,000	Towards Event At Brushy Creek
Tasmanian Young Achiever Awards	1,000	Towards the Premiers Young Achiever Of The Year 2017



Organisation	\$	Purpose
The Smith Family	1,000	Towards 2017 Christmas Appeal
Tiers Tyers Carers Support Group	1,000	Towards travel
TPI Tasmania	1,000	Towards communications
Ulverstone Surf Life Saving Club Inc	1,000	Towards radio equipment
Westbury RSL Sub Branch Inc	1,000	Towards silhouette installation
Woolmers Foundation Inc	1,000	Towards interstate travel
Kingston Uniting Church	920	Towards playground slide
University Devils Gridiron Club	840	Towards sports equipment
Auswide Motorhome Club	800	Towards The 2017 Auswide Motorhome National Rally
Cygnets Returned And Services League Sub	750	Towards plaques
Diemens Martial Arts Academy	750	Towards interstate travel
Tasmanian Independent Country Music Awards	750	Towards Trophies Hall Of Fame
Tasmanian Indoor Bias Bowls Association	750	Towards The Tasmanian Indoor Bias Bowls Assoc 2017 Aust Championship
Mission Australia's Chigwell House	711	Towards a barbeque
Tasmanian Agricultural Shows	700	Towards interstate travel
Kingborough Tigers Netball Club	682	Towards equipment
Rokeby Neighbourhood Centre Inc	640	Towards purchasing white goods
Brighton Primary School	629	Towards new catering equipment
Bruny Island Men's Shed	627	Towards tools
Huonville High School	600	Towards overseas travel
Destination Southern Tasmania	550	Towards event video
Huonville Bowls & Community Club	538	Towards infrastructure upgrades
Art Farm Birchs Bay	500	Towards The Premier's Award
Channel Museum	500	Towards hiring a bus
Choral Productions Tasmania Inc	500	Towards operations
Circular Head Agricultural Society Inc	500	Towards running the 2017 event
Clarendon Vale Primary School	500	Towards an excursion
Coal River Valley Historical Society	500	Towards restoration of Beitz fire truck
Deloraine Agricultural & Pastoral	500	Towards event
Etherington Matt	500	Towards a health program
Geeveston Community Centre	500	Towards hampers
Kenna Pete	500	Towards interstate travel
Kingston Primary School	500	Towards a commercial kitchen
Latrobe Football Club	500	Towards sport equipment
Lindisfarne Primary School Grade 5 Boys	500	Towards interstate travel
Moonah Primary School	500	Towards the cost of publication
Ogilvie High School	500	Towards interstate travel
Port Sorell Defence Memorial	500	Towards an event
Revellers Basketball Club Senior Women	500	Towards interstate travel
Rosny College	500	Towards Tourism Student of The Year Award
Royal Humane Society Of Australasia Inc	500	Towards activities
Sacred Heart Catholic School	500	Towards interstate travel for grade 6
St Andrew Society Hobart Inc	500	Towards The 2017 Richmond Highland Gathering
St Patricks College	500	Towards interstate travel
Tassie Futsal Teens	500	Towards interstate travel
The Malcolm Ready Project	500	Towards procuring photographs

Organisation	\$	Purpose
The Matthew Millhouse Salute Committee	500	Towards 2017 event
The Zeehan Gem And Mineral Fair Association	500	Towards The 2017 Zeehan Gem And Mineral Fair
Ulverstone Soccer Club	500	Towards sport equipment
Vietnam Veterans Memorial Club	463	Towards upgrades to facilities
New Norfolk Cricket Club	447	Towards a barbecue
23rd Australian Trefoil Guild Gathering	434	Towards badges
Conocophillips Science Experience	380	Towards sponsorship
South Arm Peninsula Residents Assoc Inc	375	Towards a noticeboard
Burnie District Gemstone Club	300	Towards replacing equipment
Federation Of Equatoria Community Assoc	300	Towards an annual conference
Middleton Country Fair	300	Towards the 2018 event
Tasmanian Junior Beef Expo	300	Towards The 2018 Tasmanian Junior Beef Expo
Australian Junior Outback Gridiron	250	Towards overseas travel
East Coast (Tas) Vietnam Veterans Assoc	250	Towards a wall display unit
Launceston RSL Sub Branch	250	Towards ADF Veteran Program
Mckillop Alexander	250	Towards overseas travel
Pybus Kyra	250	Towards overseas travel
Redwater Creek Steam & Heritage Society	250	Towards Steamfest 2017
Tuma Morgan	250	Towards art mentoring
Wayne Stubbs	250	Towards travel
Bridport Community Men's Shed	200	Towards purchasing tools
Centre For Applied Youth Research	200	Towards running a program
Chau Jo	200	Towards travel
East Tamar Men's Shed	200	Towards purchasing tools
Furneaux Islands Community Shed Inc	200	Towards purchasing tools
Heyward Bernadette	200	Towards interstate travel
Huon Art Exhibition Group Inc	200	Towards an event
Leszczynski Sophie	200	Towards interstate travel
Men And Community Shed	200	Towards purchasing tools
Northern Suburbs Community Centre Inc	200	Towards purchasing tools
Scottsdale Bowls Club Inc	200	Towards a new fence
Tassie Titans Boxing Club	200	Towards travel
Veterans & Community Wood Centre Inc	200	Towards purchasing tools
Barden Kaleb	150	Towards overseas travel
Cane Jennifer	150	Towards overseas travel
Carol Caro	150	Towards overseas travel
Clayton Danielle	150	Towards interstate travel
Day Jarrah	150	Towards overseas travel
Hay Dylan	150	Towards overseas travel
Humphreys Neville	150	Towards overseas travel
Kemp Rylee	150	Towards attending Anchor Aims
Miller Nada	150	Towards overseas travel
Pearson Alissia	150	Towards overseas travel
Read Flynn	150	Towards interstate travel
Revie Karen	150	Towards an arts project
Robinson Rachell	150	Towards overseas travel

Organisation	\$	Purpose
Smith Anne-Maree	150	Towards travel to international competitions
Wilson Ciona	150	Towards interstate travel
Youth Pathways Program	150	Towards interstate travel
Byrne Max	125	Towards overseas travel
Rotary Club Of Hobart Incorporated	120	Towards running 2017 Annual Magic Show
Aird Samuel	100	Towards interstate travel
Anytime Fitness Kingston	100	Towards suicide prevention 24
Bannister Daria	100	Towards interstate travel
Bessell Nigel	100	Towards travel interstate
Bingley Makala	100	Towards interstate travel
Campbell Bayley	100	Towards interstate travel
Daniel Hulm Memorial Golf Day	100	Towards 2018 event
Dickson Angela	100	Towards interstate travel
Draschkowitz-Wade Daniel	100	Towards interstate travel
Farnum Zane	100	Towards interstate travel
Fowler Sue	100	Towards interstate travel
Harding Lilah	100	Towards interstate travel
Holling Archer	100	Towards interstate travel
International B14 Association Of Aust	100	Towards 2017 event
Jacobson Tamara	100	Towards interstate travel
Kingston High School	100	Towards school award
Kovacic Sally	100	Towards interstate travel
Lattimore Timothy	100	Towards interstate travel
Leszczynski Natalia	100	Towards interstate travel
Mansell Doug	100	Towards a CD recording
Payne Harry	100	Towards interstate travel
Peel Jordan	100	Towards interstate travel
Preshaw Mr Oliver	100	Towards interstate travel
Pritchett Jennifer	100	Towards interstate travel
Rasmussen Mr Mark	100	Towards interstate travel
Sandford Scout Troop - Clarence District	100	Towards the cost of prize
Sawford Jacob	100	Towards interstate travel
Von Gehr Joshua	100	Towards interstate travel
Walker Lucy	100	Towards interstate travel
<b>TOTAL</b>	<b>355,191</b>	

## Safe Homes, Safe Families

Organisation	\$	Purpose
Catholiccare Tasmania	749,757	Towards Safe Choices
Tasmanian Catholic Education Office	100,000	Towards support for children affected by family violence
Independent Schools Tasmania	25,000	Towards support for children affected by family violence
<b>TOTAL</b>	<b>874,757</b>	

## Special Energy Bonus

Organisation	\$	Purpose
Various Recipients	43,125	There were 345 Special Energy Bonus payments made to eligible people in 2017-18. Each payment was for \$125.
<b>TOTAL</b>	<b>43,125</b>	

## ANZAC Day Trust – Recipient

Organisation	\$	Purpose
ANZAC DAY Trust	23,500	2017-18 annual Grant allocation
<b>TOTAL</b>	<b>23,500</b>	

## Centenary of ANZAC Grants Program

The Centenary of ANZAC Grants Program reflects the Government's commitment to supporting the Centenary of ANZAC commemorations and recognising Tasmanians who served in the Great War from 1914-18. It also recognises the contribution and sacrifices made by individuals who, in the time since the Great War, have undertaken operational service as members of the Australian Defence Forces.

The Grants Program provides \$50,000 to support projects commemorating the Centenary of ANZAC in Tasmania. In 2017-18, 12 grants were made to successful applicants.

## Centenary of ANZAC – recipients

Organisation	\$	Purpose
Tasmanian Baptists	15,000	Towards the event and operational
King Island Council	5,000	Towards The Beyond The Seas Commemorating King Islands ANZACs Project
Tasman Peninsula Historical Society	5,000	Towards The Nubeena Foreshore Trail Project
Friends Of Soldiers Walk Inc	4,800	Towards The Centenary Of First Plantings On The Avenue Project
Choral Productions Tasmania Inc	3,000	Towards The Centenary Of Armistice Day Concert
Families & Friends Of The First Aif Inc	3,000	Towards The Tasmanian Headstone Project
Military Heritage Foundation Of Tasmania	3,000	Towards the theatre production Aftermath
Royal Australian Air Force Association Tas Division	3,000	Towards The Centenary Of Anzac
Kingborough Council	2,995	Towards The Less If We Forget Project
The Uniting Church In Australia	2,000	Towards The We Were There Too Project
Northern Midlands RSL Sub Branch	1,565	Towards Remembrance Day 2018 At Longford
Historical Society Municipality Sorell	1,303	Towards The WWI Armistice - Art Acquisition Project
<b>TOTAL</b>	<b>49,663</b>	

## RSL Tasmania – Recipient

Organisation	\$	Purpose
RSL Australia (Tasmania Branch)	100,000	Towards RSL Tasmania 2018
RSL Australia (Tasmania Branch)	100,000	Towards Dago Point Veterans Project
<b>TOTAL</b>	<b>200,000</b>	

## OFFICE OF ABORIGINAL AFFAIRS GRANTS

### Aboriginal Land Council of Tasmania Fund

The Aboriginal Land Council of Tasmania (ALCT) Fund was established under section 21 of the *Aboriginal Lands Act 1995*, with funding provided to ALCT through this grant program. The grant enables ALCT to fulfil its statutory obligations outlined in section 22 of the Act, by assisting with operating costs, coordination and land management activities associated with returned land.

ALCT is a statutory body, established under the Act, set up to hold the titles of returned land on behalf of the Tasmanian Aboriginal community. The Act promotes reconciliation with the Tasmanian Aboriginal community by granting Aboriginal people parcels of land that are of cultural significance.

### Aboriginal Land Council of Tasmania – Recipient

Organisation	\$	Purpose
Aboriginal Land Council of Tasmania	314,000	Towards annual grant
Aboriginal Land Council of Tasmania	277,990	Towards Wukalina Cultural Walk
<b>TOTAL</b>	<b>591,990</b>	

### Other Aboriginal Affairs Grants

Organisation	\$	Purpose
Cape Barren Island Aboriginal Assoc Inc	92,068	Towards services for the community
Reconciliation Council Of Tasmania	75,000	Towards establishment funding 2017-18
Flinders Island Aboriginal Assoc Inc	45,000	Towards costs associated with functions of TRACA
	45,000	Towards meeting costs associated with TRACA
Tasmanian Aboriginal Centre	17,000	Towards training and delivery of Protect Behaviour Workshops
Aboriginal Elders Council Of Tasmania	15,000	Towards operational costs
Kingborough Tigers Football Club Inc	3,000	Towards Tigers Aboriginal Recognition Game
<b>TOTAL</b>	<b>292,068</b>	

## COMMUNITIES, SPORT AND RECREATION GRANTS

### AFL Tasmania – Recipient

Organisation	\$	Purpose
AFL Tasmania	500,000	Towards annual funding
AFL Tasmania	3,000	Towards an AFL inclusion carnival
<b>TOTAL</b>	<b>503,000</b>	

### Community Sports Levy – Sports and Recreation Development Grants

Organisation	\$	Purpose
Clarence City Council	80,000	Towards new facilities at Risdon Vale Oval
Latrobe Council	80,000	Towards redevelopment of Perkins Park
Northern Midlands Council	80,000	Towards new tennis and multipurpose courts at Campbell Town War Memorial Oval
Northern Midlands Council	80,000	Towards renovating Longford Recreational Ground changerooms
North West Hockey Centre	72,727	Towards replacing ground
Devonport City Council - Grants	62,295	Towards the upgrade of lighting at Maidstone Park
Kingborough Council	49,000	Towards cricket nets at Kingston Beach Oval
Thirlstane Golf Club Inc	44,500	Towards sub-soil drainage works
Sunshine Tennis Club Inc	41,590	Towards new turf cricket
Launceston City Council	37,000	Towards upgrade of changerooms

Organisation	\$	Purpose
Derwent Valley Council	34,917	Towards replacement goal posts and scoreboard at Boyer Oval
Circular Head Council	34,500	Towards upgrade of lighting at the netball facility
Port Sorell Bowls Club Inc	26,517	Towards refurbishment of hall
Northern Tas Netball Association Inc	25,580	Towards resurfacing courts at Newstead
Newstead Tennis & Squash Centre Inc	23,700	Towards rebuilding a tennis court
Devonport Tennis Club Inc	16,836	Towards resurfacing courts at Devonport Tennis Centre
Beltana Bowls Club Inc	16,000	Towards shade cloths towards the bowls greens
Police-Citizens Youth Club (Ltn) Inc	15,313	Towards equipment for the weight gym
Deviot Sailing Club Inc	10,000	Towards a rescue boat
Exeter Golf Club Inc	10,000	Towards an upgrade of the course
Huntingfield Pony & Riding Club Inc	10,000	Towards show jumping equipment
Launceston Triathlon Club	10,000	Towards radio frequency identification RFID race timing system
Launceston Triathlon Club	10,000	Towards the upgrade of existing timber flooring
White City Little Athletics Centre Inc	10,000	Towards equipment
Wynyard Basketball Association Inc	10,000	Towards replacement the basketball scoreboard and shot clocks at Wynyard Sports Centre
Kingston Beach Surf Life Saving Club Inc	9,972	Towards equipment
Hillwood Football Club	9,919	Towards the upgrade of clubrooms
Somerset Amateur Basketball Assn Inc	9,000	Towards basketball scoreboard & shot clocks
Special Olympics Australia	8,800	Towards Special Olympics Australia
Lauderdale Yacht Club Inc	8,390	Towards equipment
Tasmanian Boxing League Inc	7,592	Towards equipment
Show Horse Council Of Tasmania	6,930	Towards an enclosed tandem trailer
YMCA Of Hobart Inc	6,900	Towards the upgrade of clubrooms
Tasmanian Show Jumping Association Inc	6,776	Towards equipment
Riverside Olympic Football Club	6,557	Towards replacement soccer goals
Soaring Club Of Tasmania Inc	6,182	Towards construction and signage of amenities
Northern Suburbs Table Tennis League Inc	6,000	Towards equipment
Northern Tas Cricket Association Inc	5,960	Towards installation of cricket pitch
Bridport Surf Life Saving Club	5,675	Towards equipment
Southern Storm Football Club Inc	5,647	Towards replacement and upgrade of lights
Deloraine Little Athletics Centre Inc	5,630	Towards an upgrade of long jump runways
Tamar Canoe Club Inc	5,575	Towards equipment
Buckingham Rowing Club Tas Inc	5,562	Towards equipment
Derwent Canoe Club Inc	5,556	Towards equipment
Boat Harbour Beach Surf Life Saving Club	5,082	Towards equipment
New Norfolk Rowing Club Inc	5,000	Towards equipment
Northern Tasmanian Croquet Centre Inc	5,000	Towards upgrades to facilities
Carlton Park Surf Life Saving Club	4,950	Towards soft nipper carbon nipper boards & training boards
Wynyard BMX Park Inc	4,662	Towards a scoring system
Wynyard Cricket Club Inc	4,533	Towards new turf cricket
Clifton Beach Surf Life Saving Club Inc	4,505	Towards equipment & facility upgrades
North Launceston Bowls & Community Club	4,312	Towards resurfacing bowls green
500 Car Club of Tasmania Inc	4,000	Towards equipment
Taekwondo Australia Tasmania	3,960	Towards mats towards state wide training
Volleyball Tasmania Inc	3,860	Towards volleyball equipment
Penguin Surf Life Saving Club Inc	3,820	Towards equipment



Organisation	\$	Purpose
Winnaleah Swimming Pool Assoc Inc	3,753	Towards thermal pool covers
Orford & District Riding Club Inc	3,580	Towards a new fence
Kingborough Netball Association Inc	3,379	Towards the upgrade of clubrooms
She Shreds Australia Inc	3,300	Towards equipment
Gorillas Gridiron Club Inc	3,240	Towards equipment
Launceston Pony And Riding Club Inc	3,200	Towards equipment
Campbell Town Golf Club Inc	3,150	Towards irrigators
Tamar Yacht Club Inc	3,081	Towards replacing the mainsails and jibs for dinghies
Weily Park Rockers Cricket Club	3,000	Towards equipment
North Hobart Cricket Club Inc	2,940	Towards equipment
Port Sorell Bowls Club Inc	2,920	Towards Henselite Tournament Indoor Bowls Mats
Port Sorell Bowls Club Inc	2,812	Towards installation of a centre wicket cover
Northern Midlands Sporting Clays Inc	2,750	Towards equipment
Burnie Surf Life Saving Club Inc	2,727	Towards equipment
OHA Hockey Club Inc	2,632	Towards equipment towards junior
OHA Hockey Club Inc	2,601	Towards equipment
Nomads Water Ski Club Inc	2,500	Towards a slalom course
Nomads Water Ski Club Inc	2,464	Towards replacement of the synthetic wicket on Ranelagh Oval
University Of Tasmania Cricket Club	2,356	Towards equipment
Circular Head Amateur Swimming Club Inc	2,196	Towards training equipment
Tasmanian Gun Club Inc	2,100	Towards moving and upgrading the club grounds
Tasmanian Gun Club Inc	2,000	Towards purchase of a trailer
Ulverstone Rowing Club	1,900	Towards replacement of sweep oars
Canterbury Hockey Club Inc	1,844	Towards equipment for juniors
Redpa Football Club	1,800	Towards 2 new boxes for coaches and players
East Devonport Football Club	1,730	Towards equipment
Suncoast Pony & Riding Club Inc	1,700	Towards equipment
Lilydale Football Club	1,699	Towards a storage shed
East Launceston Junior Football Club	1,625	Towards uniforms
Burnie Bowmen Inc	1,622	Towards replacement of field target butts
Twilighters Cricket Club Inc	1,457	Towards a lockable canopied trailer
Japara Basketball Club Inc	1,450	Towards basketball bags & playing
North Huon Cricket Club	1,320	Towards equipment
North Hobart Junior Football Club Inc	1,286	Towards annual funding
Port Sorell Surf Life Saving Club	1,255	Towards equipment
Smithton Country Club	1,248	Towards a defibrillator
Motorcycle Enduro Riders Club Inc	1,138	Towards equipment
Launceston Mountain Bike Club Inc	1,078	Towards a heart start defibrillator
Eastern Shore Croquet Club Inc	1,050	Towards equipment
Athletics Tasmania Inc	1,000	Towards a heart start defibrillator
Kingston Croquet Club	1,000	Towards heart start defibrillator
Tasmanian Road Runners	1,000	Towards equipment towards fun
Mersey Valley Devonport Cycling Club	996	Towards equipment
Tasmanian Masters Athletics Inc	947	Towards a portable defibrillator
ACL Cricket Club Inc	894	Towards equipment for a women's team
Penguin Cricket Club Inc	893	Towards equipment

Organisation	\$	Purpose
Lindisfarne Cricket Club	811	Towards equipment for girls cricket teams
Hobart United Football Club	696	Towards equipment, net of multicultural grant refund
White Eagle Sports Club Inc	605	Towards equipment
Burnie Football Club Inc	510	Towards footballs
Break O'Day Field Archery Club	500	Towards equipment
Break O'Day Field Archery Club	12	Towards a defibrillator - freight
<b>TOTAL</b>	<b>1,174,530</b>	

### Football Federation of Tasmania – Recipient

Organisation	\$	Purpose
Football Federation of Tasmania Limited	350,000	Towards grassroots football
<b>TOTAL</b>	<b>350,000</b>	

### National / International Sport Championships

Organisation	\$	Purpose
Australian Sailing Limited	6,000	Towards hosting national titles
Tasmanian Cycling Federation Inc	5,000	Assist with Tour of Tasmania, Mersey Valley Tour and Cycling Australia Junior Road Championships
Tasmanian Cricket Association	3,000	To assist in hosting the Under 19 male National Cricket Championships
<b>TOTAL</b>	<b>14,000</b>	

### Netball Tasmania – Recipient

Organisation	\$	Purpose
Netball Tasmania	250,000	To support administration and promotion of Netball in Tasmania over 4 Years
<b>TOTAL</b>	<b>250,000</b>	

### Northern High School Sports – Recipient

Organisation	\$	Purpose
Northern High School Sports Assoc Inc	10,000	To assist with implementation of Northern Tasmania School Sports Program
<b>TOTAL</b>	<b>10,000</b>	

## State Grants Program

The State Grants Program provides grants of up to \$60,000 to state sporting organisations, state disability sporting organisations, state active recreation providers and state sector service providers.

Organisation	\$	Purpose
Basketball Tasmania Incorporated	60,000	Towards Provision of Official & Coach Development & Participation
Bowls Tasmania Inc	60,000	Towards Provision of Official & Coach Development & Participation
Tasmanian Cricket Association	60,000	Towards the use of Cricket Tas Contracted Players
Australian Sailing Limited	55,000	Towards club development
Golf Tasmania Inc	55,000	Towards participation communication marketing
Tasmanian Gymnastic Association	55,000	Towards club development
Touch Football Australia Inc	55,000	Towards provision of Official & Coach Development & Participation
Australian Drug Foundation Inc	50,000	Towards club development
Hockey Tasmania Inc	50,000	Towards provision of Official & Coach Development & Participation
Tennis Australia	50,000	Towards club development
Royal Life Saving	45,000	Towards inclusive participation
Rowing Tasmania Inc	40,000	Towards annual funding
Swimming Tasmania Inc	38,000	Towards annual funding
Athletics Tasmania Inc	35,000	Towards inclusive participation communication
Confederation Of Aust Motor Sport Ltd	35,000	Towards provision of Official & Coach Development & Participation
Tas Little Athletics Association Inc	35,000	Towards club development
Sports Medicine Australia	33,000	Towards annual funding
Equestrian Tasmania	30,000	Towards provision of Official & Coach Development & Participation
Equestrian Tasmania	30,000	Towards development of official ethics
Tasmanian Cycling Federation Inc	30,000	Towards club development
Tenpin Bowling Tasmania Inc	25,000	Towards Participation Communication Marketing And Promotion
Pony Club Association Of Tasmania	22,000	Towards provision of Official & Coach Development & Participation
Orienteering Tasmania Incorporated	21,000	Towards club development
Canoe Tasmania Inc	20,000	Towards provision of Official & Coach Development & Participation
Tasmanian Rugby Union Inc	18,000	Towards coach and club development
Special Olympics Australia	15,000	Towards annual funding
Triathlon Tasmania Inc	15,000	Towards club development
Softball Tasmania Inc	12,000	Towards annual funding
Tasmanian Table Tennis Association Inc	11,000	Towards club and coach development
Aust Karate Federation Tas Inc	10,000	Towards coach official development
Australian Commonwealth Games	10,000	Towards Tas Athletes Coaches & Officials To Participate 2018 Commonwealth Games
Surfing Tasmania Inc	10,000	Towards coach and club development
Tas Squash Racquets Association Inc	10,000	Towards club development
BMX Tasmania Inc	7,100	Towards provision of Official & Coach Development & Participation
Tasmanian Olympic Council Inc	5,000	Towards conducting the Pierre De Coubertin Awards
Tasmanian Riding For The Disabled Association	4,500	Towards coach development
<b>TOTAL</b>	<b>1,116,600</b>	

## Sport and Recreation Grants

Organisation	\$	Purpose
Devonport Golf Club	1,400,000	Towards the Devonport Country Club
Southern Midlands Council	800,000	Towards community indoor aquatic centre at Oatlands
Latrobe Speedway Pty Ltd	275,000	Towards a training and function centre
Basketball Tasmania Incorporated	250,000	Towards partner Tas South East Basketball
Tasmanian Rugby Union Inc	250,000	Towards replacement of ground lighting Rugby Park
Elphin Sports Centre	230,000	Towards urgent maintenance and repairs
Sandy Bay Sailing Club	100,000	Towards and upgrade of clubroom facilities
Hockey Tasmania Inc	75,000	Towards a Women's and Men's Team in the 2018 Australian Hockey League
Third Place Communities	50,000	Towards Risdon Vale Bike Collective Project
Australian Commonwealth Games Association	30,000	Towards participation in 2018 Commonwealth Games
Hobart City Council	30,000	Towards a multicultural swimming program
Tasmanian Golf Club	30,000	Towards removal of dangerous trees
Our Watch Limited	24,585	Towards registration as an ordinary member of Our Watch Limited
Tourism Northern Tasmania	15,000	Towards The Cool Seasons Event Project - 2017-18
Tasmanian Axemens Association Inc	10,000	Towards Eric Reece Memorial 300mm Standing Block Handicap Event 2017-18
Burnie Clay Target Club Inc	7,500	Towards a new trap house
Tas Squash Racquets Association Inc	6,000	Towards hosting the Australian Squash Championships
Tasmanian Axemens Association Inc	5,000	Towards hosting the Jack & Jill & Standing Block Championship
Tourism Northern Tasmania Inc	5,000	Towards the Cool Seasons Event Project - 2017-18
Derwent Sailing Squadron Inc	3,000	Towards the Melbourne To Hobart Yacht Race
Golf Tasmania Inc	3,000	Towards the 2017 Australian Men's Amateur Championship
Orienteering Tasmania Incorporated	3,000	Towards the Australian Three Day Championships in Hobart
Tasmanian Marching Association Inc	3,000	Towards hosting the Australian Drilldance Championships
Tasmanian Ultimate Association	3,000	Towards hosting the Australian Mixed Ultimate Championships
Triathlon Tasmania Inc	2,000	Towards hosting the ITU Paratriathlon
Tasmanian Billiards & Snooker Assoc Inc	1,000	Towards the Ron Atkins OAM Classic Snooker Championship
Triathlon Tasmania Inc	1,000	Towards the Devonport Triathlon
<b>TOTAL</b>	<b>3,612,085</b>	

## Tasmanian Institute of Sport Grant – Recipient

Organisation	\$	Purpose
North Esk Rowing Club	52,000	Towards pathway program funding
Womensport And Recreation Tasmania Inc	7,500	Towards Women In Sport - Coaching Scholarship
<b>TOTAL</b>	<b>59,500</b>	

## CLIMATE CHANGE GRANTS

### Climate Change Grants – Recipients

Organisation	\$	Purpose
Central Coast Council	4,565	Towards Charge Smart Grant
Cradle Coast Authority	5,000	Towards Charge Smart Grant
Dairytas Board	27,500	Towards The Fert\$Mart Program 2018
Education Department	4,817	Towards a electric vehicle charging station
Education Department	3,036	Towards installation of permanent wired electric vehicle charging station at Newstead
Huon Valley Council	5,000	Towards permanent wired electric vehicle charging station
Launceston City Council	5,000	Towards the installation of two electric vehicle charging stations
Launceston City Mission Inc	65,000	Towards continued operation of e-waste facility
Meander Valley Council	4,422	Towards Charge Smart Grant
The Royal Automobile Club Of Tasmania Ltd	5,000	Towards Charge Smart Grant
University Of Tasmania	12,612	Towards Charge Smart Grant
<b>TOTAL</b>	<b>141,952</b>	

## WOMEN'S GRANTS

### Women's Grants – Recipients

Organisation	\$	Purpose
Australian Institute Of Company Directors	50,000	Towards the Australian Institute of Company Directors Scholarships for Women
<b>TOTAL</b>	<b>50,000</b>	

## ELECTION COMMITMENT GRANTS

### 2014 Election Commitments (ongoing) – Recipients

Organisation	\$	Purpose
Surf Life Saving Tasmania Inc	250,000	Towards Surf Lifesaving services
Sports Carnivals Association Of Tasmania	150,000	Towards the Christmas Carnival Series
Surf Life Saving Tasmania Inc	100,000	Towards ongoing operations of the Volunteer Marine Rescue Units
Tas Men's Sheds Association Inc	90,000	Towards operations as a body representing Men's Sheds In Tasmania
Trustees Of The Diocese	50,000	Towards St Georges Church repairs & renovation
Paraquad Tasmania	50,000	Towards Paraquad Tasmania 2017-18
Launceston City Mission Inc	40,000	Towards food van services
Motorcycling Tasmania Inc	40,000	Towards a Sport And Recreation Tasmania Grant – 4th instalment
Department Of Primary Industries Parks Water & Environment	10,000	Towards The Ride Around Tasmania Booklet
Devonport Men's Shed Inc	3,135	Towards equipment
<b>TOTAL</b>	<b>783,135</b>	

## 2018 Election Commitments – Recipients

Organisation	\$	Purpose
Kingborough District Cricket Club	500,000	Towards an extension of the grandstand
Kingborough Tigers Football Club Inc.	400,000	Towards tiered seating and an AFL standard
Taroona Football Club	240,000	Towards construction of new club rooms
Bridport Ex-Service & Community Club Inc	200,000	Towards expansion facilities at Bridport Ex-Servicemen's and Community Club
Tasman Peninsula Power Inc	200,000	Towards Micro Grid Pilot Assess Study
George Town RSL Sub-Branch Inc	195,000	Towards the purchase of a property
Bridport Surf Life Saving Club	150,000	Towards the new Bridport Surf Life Saving Club
Smithton Country Club	150,000	Towards installation of synthetic bowling green lawn
Sorell Bowls Club Inc	150,000	Towards the upgrade of the club facilities
West Tamar Council	136,000	Towards a new recreation area
Deloraine Devils Netball Club Inc	100,000	Towards installation of lighting
Kettering Cricket Club Inc	100,000	Towards the upgrade of clubrooms
Longford Golf Club Inc	100,000	Towards solar panels
Northern Midlands Council	100,000	Towards upgrades of the Cressy War Memorial
West Coast Heritage Ltd	100,000	Towards the Zeehan Heritage Centre
Department Of Primary Industries Parks Water & Environment	85,000	Towards Lewisham Foreshore Erosion Trails
Bracknell District Boys & Girls Club	80,000	Towards upgrade of equipment
Southern Midlands Council	75,000	Towards the upgrade of Kempton Primary School
Mersey Yacht Club Inc	70,000	Towards the upgrade of clubs facilities
Northern Midlands Council	70,000	Towards the redevelopment of the Campbell Town Cenotaph and Memorial Oval Precinct
Okines Community House Inc	70,000	Towards gardening program
Third Place Communities	70,000	Towards the Risdon Bike Collective Project
Ben Lomond Committee Inc	60,000	Towards improvement of water supply at Ben Lomond Ski Fields
Camp Clayton	60,000	Towards equipment
Claremont Golf Club	60,000	Towards the installation of an elevator
Deloraine Golf Club Inc	60,000	Towards the upgrade of drainage and fencing
Derwent Valley Police & Community Youth	60,000	Towards current programs and activities
Perth Football Club Inc	60,000	Towards upgrade of club facilities
Sporting Shooters Association of Australia	59,000	Towards a mobile five stand sporting clay target system
Swansea Golf Club Inc	58,245	Towards a heating system
Starting Point Neighbourhood House Inc	57,000	Towards Ravenswood Men's Shed
Scottsdale RSL Ex-Servicemen's Memorial &	55,000	Towards an upgrade of facilities
Bicheno Golf Club Inc	53,000	Towards a new kitchen facility
Thirlstane Golf Club Inc	51,500	Towards solar power
Blackwood Creek Community Church Inc	50,000	Towards upgrading community room
Blue Lagoon Christian Youth Camp	50,000	Towards adventure playground equipment
Circular Head Council	50,000	Towards improving beach access to Hellyer Beach
Circular Head Gymnastics Club	50,000	Towards construction of a new facility
Department Of State Growth	50,000	Towards Latrobe Industrial Estate
Department Of State Growth	50,000	Towards The Fossey River Rest Area
Derwent Valley Council	50,000	Towards CCTV in New Norfolk
Education Department	50,000	Towards Flinders Island - upgrade of playground and recreational facilities
Emu Valley Rhododendron Garden Inc	50,000	Towards automated irrigation



Organisation	\$	Purpose
Glamorgan/Spring Bay Council	50,000	Towards a study regarding odours
Hillwood Football Club	50,000	Towards upgrade of equipment
Huon Valley Golf Club	50,000	Towards an upgrade of facilities
Launceston City Council	50,000	Towards an upgrade of facilities
National Fitness Southern	50,000	Towards an upgrade of the Clarence Sports Centre
Smithton Football Club	50,000	Towards the installation of an electronic scoreboard
Tasman Ex-Servicemen's & Women's Association	50,000	Towards roof repairs
Van Dieman Light Railway Society Inc	50,000	Towards a feasibility study
Carrick Speedway Management	50,000	Towards upgrades to facilities
St Helens Bowls Club Inc	48,245	Towards solar panels
Care Beyond Cure Inc	45,000	Towards a range of therapies provided
Dunalley Golf Club Inc	45,000	Towards a water storage tank
Riverside Lions Club Inc	45,000	Towards a health and fitness project
Sheffield Cricket Club	41,000	Towards a second hand roller, new cricket covers and equipment for women
Deloraine Football Club	40,000	Towards the upgrade of the club facilities
Department Of State Growth	40,000	Towards a Motosafe Training Course
Education Department	40,000	Towards The Winnaleah District High Schoolfarm Irrigation System
Longford Cricket Club	40,000	Towards a new storage shed
New Town District Cricket Club	40,000	Towards an upgrade of facilities
Port Sorell Surf Life Saving Club	40,000	Towards the redevelopment of changerooms
Weymouth Progress Association	40,000	Towards The Pipers River Erosion Project
Midway Point Yacht Club Inc	38,000	Towards equipment
George Town Pistol Club	36,000	Towards an upgrade of facilities
Boat Harbour Beach Surf Life Saving Club	35,000	Towards extension of surf club
Bothwell Cricket Club	35,000	Towards a new kitchen
Broadmarsh And Elderslie Progress Assoc	35,000	Towards redevelopment of Broadmarsh Progress Association Hall
Burnie Netball Association Inc	35,000	Towards an upgrade of facilities
Education Department	35,000	Towards equipment for the Beaconsfield Child And Family Centre
Port Sorell Mens Shed	35,000	Towards a multicultural grant
Primrose Sands RSL Inc	35,000	Towards an exterior bandstand
The Cygnet Association Inc	35,000	Towards streetscape improvements
Evandale Cricket Club Inc	33,000	Towards a new hybrid cricket wicket
Coastal FM Inc	32,500	Towards infrastructure improvements
Bridgewater Police And Community Youth C	32,000	Towards futsal and sports equipment
Southern Midlands Council	32,000	Towards a remedy for drainage issues
Bagdad Community Club Inc	30,000	Towards an upgrade of facilities
Bracknell Football Club Inc	30,000	Towards installation of electronic scoreboard
City of Launceston	30,000	Towards an upgrade of the Alma Street Children's Park
Glenorchy District Football Club Inc	30,000	Towards ground and facility improvements
Launceston City Council	30,000	Towards an upgrade to Nunamina Ave Reserve
Launceston City Mission Inc	30,000	Towards a replacement vehicles for Serenity House
Launceston City Mission Inc	30,000	Towards refurbishment of furnishings
Lietinna Hall Community & Recreation	30,000	Towards an upgrade of facilities
Longford Football Club Inc	30,000	Towards installation of a new scoreboards
Meander Valley Football Club	30,000	Towards the installation of a scoreboard
Mersey Slipways	30,000	Towards a feasibility report

Organisation	\$	Purpose
Northern Midlands Council	30,000	Towards equipment
Riverside Olympic Football Club Ltd	30,000	Towards fitting out clubrooms
Scamander River Golf Club Inc	30,000	Towards a new buggy shed
South Launceston Football Club	30,000	Towards an upgrade of facilities
Trevallyn Bowls Club	30,000	Towards the upgrade of toilet facilities
West Tamar Council	30,000	Towards improvements of Tailrace Park
YMCA Launceston	30,000	Towards a new entrance at the YMCA
Exeter Golf Club Inc	29,000	Towards upgrading mens' toilet
Tamar Valley Semaphore Association Inc	29,000	Towards repairs on the Mount Direction Summit Track
Wildcare Inc	28,000	Towards The Create An Orange Belly Parrot Display
Kings Meadows Bowls Club Incorporated	27,500	Towards equipment
St Helens Golf Club	27,000	Towards a lawnmower
Kingston Crows Cricket Club Inc	26,700	Towards an upgrade of facilities
Port Sorell Bowls & Community Club Inc	26,500	Towards the upgrade of club dining
Railton Bowls Club	25,500	Towards an upgrade of clubroom facilities
Beauty Point Bowls & Community Club Inc	25,000	Towards an upgrade of facilities
City of Launceston	25,000	Towards upgrades to amenities at Myrtle Park Recreation Area
Cressy Bowls Club Inc	25,000	Towards kitchen upgrades
Devonport Men's Shed Inc	25,000	Towards the fitout of a new workshop
Devonport/Ulverstone Sub Section of the Naval Association	25,000	Towards installation of granite obelisk
Fingal Valley Neighbourhood House Inc	25,000	Towards an upgrade of facilities
Furneaux Historical Research Association	25,000	Towards the upgrade of the entrance
Kingborough Council	25,000	Towards a feasibility study
Malahide Golf Club Inc	25,000	Towards an upgrade of facilities
Meander Valley Council	25,000	Towards gardens and seating in Hadsphen
Mersey Colts Cricket Club	25,000	Towards replacement of training nets
Migrant Resource Centre Northern Tas Inc	25,000	Towards a new kitchen at the Mowbray Community Hall
Oatlands Ex-Services & Community Club	25,000	Towards an upgrade of facilities
Orford Bowls Club Inc	25,000	Towards infrastructure upgrades
Sleep Disorders Australia	25,000	Towards the Sleep Apnoea Awareness Program
Ulverstone Surf Life Saving Club Inc	25,000	Towards safety and training
Campbell Town Golf Club Inc	24,000	Towards refurbishment of clubrooms
South East United FC Inc	24,000	Towards additional storage container cages
Huonville Men's Shed	23,000	Towards purchasing tools and equipment
New Horizons Club Inc	23,000	Towards an upgrade of facilities
Northern Midlands Council	23,000	Towards installation of solar panels
South Arm RSL Sub-Branch Inc	20,497	Towards an upgrade of facilities
Apolstolic Church Australia Limited	20,000	Towards a new building/extension
Brighton Bowls and Community Club Inc	20,000	Towards and upgrade of clubroom facilities
Choir Of High Hopes Hobart Inc	20,000	Towards care of choir participants
Geilston Bay Boat Club Inc	20,000	Towards storage
Glenorchy Cricket Club	20,000	Towards cricket nets
Hobart Wheelers Dirt Devils Inc	20,000	Towards championship competition
Kentish Rowing Club	20,000	Towards an upgrade of facilities
King Island Council	20,000	Towards improvements to communications infrastructure
Kingborough Senior Citizens Club	20,000	Towards improving heating arrangements

Organisation	\$	Purpose
Launceston City Council	20,000	Towards the upgrade of Children's Park Alma St Youngtown
Launceston Mountain Bike Club Inc	20,000	Towards track management and signage
Lilydale Football Club	20,000	Towards a new mower
Longford Districts Little Athletics	20,000	Towards new equipment
Louton Design Pty Ltd	20,000	Towards The Start Up of 'Accessible George Town'
Mersey Valley Devonport Cycling Club	20,000	Towards the improvement of mountain bike trails located in Kelcey Tier
North West Car Club Inc	20,000	Towards a junior driver training facility at Highclere
Northern Midlands RSL Sub Branch	20,000	Towards roof replacement the Longford RSL Memorial Hall
Nth Launceston Eagles Junior Soccer Club	20,000	Towards support for transition to a senior club
Rotary Club Of Devonport	20,000	Towards research into gastroparesis
Scottsdale Golf Club Inc	20,000	Towards a new greens mower
St Helens Sailing Squadron	20,000	Towards new boats
Strike It Out Inc	20,000	Towards equipment
Taranna Boat Association Inc	20,000	Towards disability parking and landscaping
Tasman Council	20,000	Towards heating and ceiling repairs
Tasmanian Smallbore & Air Rifle Association	20,000	Towards the upgrade of clubhouse
Tea Tree Community Association Inc	20,000	Towards the upgrade of Tea Tree Community Hall
Tim O'Shanter Golf & Community Club Inc	20,000	Towards kitchen facilities upgrade
Trustee For Paragon Theatre Unit Trust	20,000	Towards an upgrade of facilities
Trustees Of The Diocese	20,000	Towards the maintenance and upgrade of Christ Church At Low Head
Dorset Community Association Inc	19,000	Towards a new garden workshop/shed
Burnie Tennis Club Inc	18,000	Towards an upgrade of facilities
Playgroup Tasmania Inc	18,000	Towards development & learn through play
Star FM	17,450	Towards a volunteer room
Orford Golf Club Inc	16,490	Towards a new solar array system
Clarendon Vale Neighbourhood Centre Inc	16,000	Towards extensions to Clarence Plains Men's Shed
Mole Creek Progress Association Inc	16,000	Towards upgrade of swimming pool
Sandy Bay Bowls & Community Club Inc	16,000	Towards solar panels
Wellington Cricket Club Inc	16,000	Towards cricket pitch
Bay of Fires Arts Association Inc	15,000	Towards the Bay of Fires Winter Arts Festival
Central Highlands Council	15,000	Towards equipment and staff training
Central Highlands Council	15,000	Towards repairs at Bothwell CWA Building
City Park Radio 103.7	15,000	Towards an equipment upgrade
Clifford Craig Foundation Limited	15,000	Towards summer concert series
CWA In Tasmania Inc	15,000	Towards Tree Carving As Part Of The Harris Brothers Tree Memorial Anzac Project
Devonport Apex Regatta Association Inc	15,000	Towards an upgrade of facilities
Eastern Shore Community House	15,000	Towards an upgrade of office equipment
German Australian Association of Tasmania	15,000	Towards an upgrade of facilities
Glenorchy Ice Skating Rink Pty Ltd	15,000	Towards ongoing facility upgrades
Green Ponds Progress Association Inc	15,000	Towards a bus for use by the local Kempton community
Howrah Men's Shed Incorporated	15,000	Towards an additional shed bay
Launceston Christian Broadcasters	15,000	Towards the upgrade of equipment
Launceston City Council	15,000	Towards upgrades and improvements
Launceston City Council	15,000	Towards an upgrade of facilities
Launceston Musical Society Inc	15,000	Towards equipment lights lighting
Levendale & Woodsdale History Rooms Inc	15,000	Towards staff development and republishing of history books

Organisation	\$	Purpose
Longford Bowls Club Inc	15,000	Towards new mower and roller
Northern Suburbs Junior Soccer Assoc	15,000	Towards equipment for game day activities and training
RSPCA Tasmania Inc	15,000	Towards equipment
Scripture Union Of Tasmania	15,000	Towards free standing equipment
Tamar FM Inc	15,000	Towards an upgrade of facilities
Ulverstone Rowing Club	15,000	Towards a double skull boat
Western Tiers Community Club Inc	15,000	Towards and solar panel infrastructure
Wynyard Football Club Inc	15,000	Towards new solar panels
Wynyard Yacht Club Inc	15,000	Towards purchasing a new ATV
Latrobe RSL	12,500	Towards ceiling soundproofing
Lions Club of Lilydale	12,500	Towards new shade areas and change room
Claremont Bowls Club Inc	12,000	Towards construction of shelters
Derwent Valley Men's Shed Inc	12,000	Towards building works
Huonville Bowls Club Inc	12,000	Towards replacement carpet
Bream Creek Show Society Inc	10,000	Towards a commercial dishwasher
Furneaux Historical Research Association	10,000	Towards a geo trail project
Geeveston Golf Club	10,000	Towards installation automated watering system
Glamorgan Spring Bay Council	10,000	Towards an upgrade of the Buckland Walking Track
Kentish Community Men's Shed Inc	10,000	Towards tools equipment
Rotary Club of Youngtown Inc	10,000	Towards food van services
Southern Midlands Community Radio	10,000	Towards a new mixer and radio
St Helens Neighbourhood House Assoc Inc	10,000	Towards storage cupboards
Tasman Ex-Servicemen's & Women's	10,000	Towards replacement mower and fencing
Tasmanian Transport Museum Society Inc	10,000	Towards a risk assessment
The Veteran Car Club Of Aus (Tas) Nw	10,000	Towards tools and equipment
Ulverstone Football Club Inc	10,000	Towards the upgrade of clubrooms
Wynyard Somerset Tennis Club Inc	10,000	Towards facilities upgrades
YMCA Launceston	10,000	Towards youth leadership conference
CWA In Tasmania Inc	8,000	Towards a heat pump
East Devonport Bowls Sporting	8,000	Towards shade cloths
George Town Norfolk Bass & Flinders Centre	8,000	Towards new audio visual equipment
Launceston Legacy Inc	8,000	Towards a new computer and software upgrades
Montrose Community Dragon Boat Inc	8,000	Towards the purchase of new equipment
Penguin Bowls Club Inc	8,000	Towards shade cloths towards the bowls
Tasmanian Dog Training Club	8,000	Towards an upgrade of facilities
Energizer Church Inc	7,500	Towards furniture and equipment
Spring Bay RSL Inc	7,500	Towards new equipment
Sheffield Bowls Club Inc	7,000	Towards and solar panels
State Fire Commission	7,000	Towards a firefighting water tank at South Arm Fire Brigade
Burnie Bowls Club Inc	6,500	Towards shade cloths
Maranoa Heights Community Centre	6,000	Towards replacement of computers
St Helens-St Mary's RSL Sub Branch	6,000	Towards commemorative plaques
Bothwell Tourism Association Inc	5,900	Towards installation of two tanks
Kokokan Judo Assoc Of Tasmania Inc	5,500	Towards equipment and facility upgrades
Burnie City Council	5,000	Towards a removable ball catcher
Burnie Surf Life Saving Club Inc	5,000	Towards the installation of solar panels

Organisation	\$	Purpose
Burnie United Football & Sporting Club Inc	5,000	Towards an equipment storage facility upgrade
Coastal Motorcross Club Inc	5,000	Towards new starting gates at Blackwood Park Track
Devon Netball Association	5,000	Towards equipment
Devonport Junior Soccer Association	5,000	Towards an upgrade of facilities
Devonport Senior Citizens Club Inc	5,000	Towards equipment upgrades
Devonport Tennis Club Inc	5,000	Towards an upgrade of change room facilities
Forth Football Club Inc	5,000	Towards an upgrade of facilities
Glamorgan Spring Bay Historical Society	5,000	Towards air conditioning
Great Western Tiers Tourism Association	5,000	Towards raising awareness
Latrobe Council	5,000	Towards upgrading Port Sorell Defence Memorial
Montrose Bay Yacht Club	5,000	Towards rectification works on club
Penguin Basketball Association Inc	5,000	Towards equipment
Rotary Club Of Deloraine	5,000	Towards a fine furniture masterclass
Scottsdale Bowls Club Inc	5,000	Towards fencing upgrades
Spring Bay Shed	5,000	Towards huon and king billy pine
SSAA St Helens Incorporated	5,000	Towards repairs of the target system
West Devonport Hockey Club Inc	5,000	Towards a storage shed
Wynyard Bowls & Community Club Inc	5,000	Towards facility upgrades
Wynyard Gymnastics Club	5,000	Towards equipment
East Devonport Football Club	4,500	Towards heater
Cradle Coast Outrigger Canoe Club Inc	4,400	Towards equipment
Strahan Rifle Club Inc	4,200	Towards installation of an electronic target board
Burnie Volleyball Association Inc	4,000	Towards new uniforms
Circular Head Council	4,000	Towards a bench on The Memorial Lookout at Stanley
Queenstown Crows Football Club Inc	4,000	Towards new lighting
The Launceston School For Seniors Inc	4,000	Towards purchasing equipment
Ulverstone Judo Club	4,000	Towards training and equipment
Rosebery-Toorak Football Club Inc	3,080	Towards uniforms and equipment
University Of The Third Age Port Sorell	3,000	Towards the production of promotional
Lilydale District Progress Association	2,500	Towards improvements to village green
Southern Tigers Cricket Club	2,052	Towards a security system
Beltana Bowls Club Inc	2,000	Towards upgrade of clubroom
Latrobe Bowls Club Inc	2,000	Towards an upgrade of facilities
Marawah Cricket Club	2,000	Towards equipment
Scouts Australia - Tasmanian Branch	2,000	Towards scout group trailer boxes
<b>TOTAL</b>	<b>8,814,759</b>	

# Appendix D: Right to Information (RTI) Statistics

## NUMBER OF APPLICATIONS

	2016-17	2017-18
1. Number of applications for assessed disclosure received	26	36 <sup>1</sup>
2. Number of applications for assessed disclosure transferred or part transferred to another public authority	1	5
3. Number of applications for assessed disclosure accepted	22	31
4. Number of applications withdrawn by the applicant	3	2
5. Number of applications refused (sections 6, 9, 10, 11, 12, 17, 19 or 20)	0	1
6. Number of applications for assessed disclosure determined	20	33

## OUTCOME OF APPLICATIONS

	2016-17	2017-18
1. Number of determinations where the information applied for was provided in full	6	2
2. Number of determinations where the information applied for was provided in part with the balance refused or claimed as exempt	8	10
3. Number of determinations where all the information applied for was refused or claimed as exempt	2	10
4. Number of applications where the information applied for was not in the possession of the public authority or Minister	4	6
5. Number of applications where the information was not released as it was subject to an external party review under section 44	0	0

## REASONS FOR REFUSAL

Number of times where the following sections were invoked as reasons for refusing an application for assessed disclosure

	2016-17	2017-18
s.5, s.11, s.17 Refusal where information requested was not within the scope of the Act (s.5 – Not official business; s.11 – available at Archives Office and s.17 – Deferred)	0	1
s.9, s.12 Refusal where information is otherwise available or will become otherwise available in the next 12 months	0	0
s.10, s.19 Refusal where resources of public authority unreasonably diverted	0	1
s.20 Refusal where application repeated, vexatious; or lacking in definition after negotiation	0	0

<sup>1</sup>Of the 36 applications received, 14 were directed to a Minister and three were directed to both the Department and a Minister.



## EXEMPTIONS

Number of times where the following sections were invoked as reasons for exempting information from disclosure

	2017-18	2016-17
s.25 Executive Council information	0	0
s.26 Cabinet information	1	1
s.27 Internal briefing information of a Minister	0	2
s.28 Information not relating to official business	0	0
s.29 Information affecting national or State security, defence or international relations	0	0
s.30 Information relating to the enforcement of the law	3	0
s.31 Legal professional privilege	0	1
s.32 Information relating to closed meetings of council	0	1
s.34 Information communicated by other jurisdictions	0	0
s.35 Internal deliberative information	5	5
s.36 Personal information of a person other than the applicant	11	5
s.37 Information relating to the business affairs of a third party	4	4
s.38 Information relating to the business affairs of a public authority	0	1
s.39 Information obtained in confidence	7	5
s.40 Information on procedures and criteria used in certain negotiations of public authority	0	0
s.41 Information likely to affect the State economy	0	0
s.42 Information likely to affect cultural, heritage and natural resources of the State	0	0
s.42 Information likely to affect cultural, heritage and natural resources of the State	0	0

## TIME TO MAKE DECISIONS

Number of requests that took:	2017-18	2016-17
1. 1 – 20 working days of the application being accepted	22	12
2. More than 20 working days of the application being accepted	6	9
Of the applications decided after 20 working days:		
2(a) More than 20 working days to decide that involved an extension negotiated under s.15(4)(a)	0	0
2(b) More than 20 working days to decide that involved an extension gained through an application to the Ombudsman under s.15(4)(b)	0	0
2(c) More than 20 working days to decide that involved consultation with a third party under s.15(5)	6	9

## REVIEWS

### Internal Reviews

	2017-18	2016-17
Number of internal reviews were requested in this financial year	6	0
Number of internal reviews were determined in this financial year	6	0
Number where the original decision upheld in full	4	0
Number where the original decision upheld in part	1	0
Number where the original decision reversed in full	0	0
Number resolved by other means	1*	0

\* Note - no jurisdiction to assess

### External Reviews (reviews by the Ombudsman)

	2017-18	2016-17
Number of external reviews were requested in this financial year	5	1
Number of external reviews were determined in this financial year	4	1
Number where the original decision upheld in full	0	0
Number where the original decision upheld in part	1	0
Number where the original decision reversed in full	0	0
Number resolved by other means	3	1

# Appendix E:

## Publications and websites

### DEPARTMENTAL PUBLICATIONS

The following publications were produced by the various operating units of the Department of Premier and Cabinet during 2017-18 and are available from:

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

or by contacting:

- Corporate and Culture Division  
Level 6, 15 Murray Street  
Hobart Tasmania 7000  
Telephone: (03) 6270 5667  
Email: [commsandprotocol@dpac.tas.gov.au](mailto:commsandprotocol@dpac.tas.gov.au)

Title	Business Unit	Date
<i>Accessible Island: Tasmania's Disability Framework for Action 2018-2021</i>	CSR	December 2017
<i>Actively in Touch Newsletter (10 editions)</i>	CSR	Every month in 2017-18 except for Nov and Jan
<i>Cabinet Handbook</i>	OTS	April 2018
<i>Climate Action 21: Implementation Plan</i>	TCCO	September 2017
<i>Code of Conduct for Ministers</i>	OTS	March 2018
<i>Code of Conduct for Ministers – Receipt and Giving of Gifts Policy</i>	OTS	March 2018
<i>Department of Premier and Cabinet Annual Report 2016-17</i>	CCD	October 2017
<i>Electric Vehicles in Tasmania – Current State of Play</i>	TCCO	March 2018
<i>Executive Council Handbook</i>	OTS	April 2018
<i>Get Active in the North 2018 booklet</i>	CSR	January 2018
<i>Get Active in the North West 2018 booklet</i>	CSR	January 2018
<i>Gifts, Benefits and Hospitality Policy</i>	OTS	November 2017
<i>Good Governance Guide: Edition two</i>	LGD	June 2018
<i>Graduate Development Program brochure 2018</i>	SSMO	October 2017
<i>Guidelines on the Caretaker Conventions and the Operations of Government During the Caretaker Period</i>	OTS	December 2017
<i>Head of the State Service Annual Report 2016-17</i>	SSMO	October 2017
<i>Indexes to the Legislation of Tasmania</i>	OPC	Feb 2018
<i>Local Government Board Review Consultation Paper: Sorell and Tasman Councils – Amalgamation and Shared Services Options</i>	LGD	February 2018
<i>Local Government Board Review Final Report: Sorell and Tasman Councils – Amalgamation and Shared Services Options</i>	LGD	June 2018
<i>Multicultural E-News</i>	CSR	October 2017
<i>Networking Tasmania – enabling Tasmania's digital Transformation</i>	TMD	October 2017
<i>Public Interest Disclosures – Department of Premier and Cabinet Procedure</i>	OTS	August 2017
<i>Publication of Submissions Received by Tasmanian Government Departments In Response to Consultation on Major Policy Matters</i>	OTS	January 2018
<i>Responding to Family Violence: A guide for service providers and practitioners in Tasmania</i>	CSR	July 2017
<i>Routine Disclosure Logs – Routine Disclosure of Departmental and Ministerial information</i>	OTS	October 2017, April 2018
<i>Southern Tasmania Extreme Weather Event: Interim Recovery Plan</i>	OSEM	May 2018

<b>Title</b>	<b>Business Unit</b>	<b>Date</b>
<i>Strong, Liveable Communities: Tasmania's Active Ageing Plan First Year Implementation Strategy 2017-2018</i>	CSR	September 2017
<i>Tasmanian Carer Action Plan 2017-2020</i>	CSR	December 2017
<i>Tasmanian Climate Change Office Newsletter</i>	TCCO	August 2017, November 2017, April 2018
<i>Tasmanian Government Board Fee Policy</i>	OTS	February 2018
<i>Tasmanian Government Discounts and Concessions Guide 2016-17</i>	CSR	July 2017
<i>Tasmanian Greenhouse Gas Accounts – State Greenhouse Gas Inventory 2015-16</i>	TCCO	April 2018
<i>Tasmanian Honour Roll of Women brochure</i>	CSR	March 2018
<i>Tasmanian Institute of Sport Bulletin (monthly – 12 editions)</i>	CSR	Every month, Jun 2017 to Jul 2018
<i>Tasmanian Institute of Sport Year Book 2016-2017</i>	TIS	October 2017
<i>Tasmanian Wilderness World Heritage Area Bushfire and Climate Change Research Project – Tasmanian Government's Response</i>	TCCO	December 2017
<i>The Tasmanian Women's Strategy 2018-21</i>	CSR	May 2018
<i>The Training Consortium Member Report 2017</i>	TTC	September 2017

## WEBSITES

The following websites were hosted or maintained by the Department in 2017-18:

<a href="http://www.egovernment.tas.gov.au">www.egovernment.tas.gov.au</a>	eGovernment
<a href="http://www.communications.tas.gov.au">www.communications.tas.gov.au</a>	Tasmanian Government Communications
<a href="http://www.dpac.tas.gov.au">www.dpac.tas.gov.au</a>	DPAC public site
<a href="http://www.linkzone.tas.gov.au">www.linkzone.tas.gov.au</a>	Linkzone
<a href="http://www.earlyyears.org.au">www.earlyyears.org.au</a>	Tasmanian Early Years Foundation
<a href="http://www.premier.tas.gov.au">www.premier.tas.gov.au</a>	Premier's site
<a href="http://www.concessions.tas.gov.au">www.concessions.tas.gov.au</a>	Tasmanian Concessions Guide
<a href="http://www.jobs.tas.gov.au">www.jobs.tas.gov.au</a>	Jobs: Careers with the Tasmanian Government
<a href="http://www.emergingcommunityleaders.org">www.emergingcommunityleaders.org</a>	Emerging Community Leaders
<a href="http://www.tmd.tas.gov.au">www.tmd.tas.gov.au</a>	TMD public site
<a href="http://www.alert.tas.gov.au">www.alert.tas.gov.au</a>	TasAlert
<a href="http://www.thelaw.tas.gov.au">www.thelaw.tas.gov.au</a>	Tasmanian Government Legislation
<a href="http://www.psmprogram.tas.gov.au">www.psmprogram.tas.gov.au</a>	Public Sector Management Program
<a href="http://www.tascomfund.org">www.tascomfund.org</a>	Tasmanian Community Fund
<a href="http://www.gazette.tas.gov.au">www.gazette.tas.gov.au</a>	Tasmanian Government Gazette online
<a href="http://www.lobbyists.dpac.tas.gov.au/">www.lobbyists.dpac.tas.gov.au/</a>	Register of lobbyists
<a href="http://www.ttc.tas.gov.au">www.ttc.tas.gov.au</a>	The Training Consortium website
<a href="http://www.bushfirerecovery.tas.gov.au">www.bushfirerecovery.tas.gov.au</a>	Tasmanian Bushfire Recovery
<a href="http://www.centenaryofanzac.tas.gov.au">www.centenaryofanzac.tas.gov.au</a>	Centenary of ANZAC
<a href="http://www.climatechange.tas.gov.au">www.climatechange.tas.gov.au</a>	Climate Change Office
<a href="http://www.women.tas.gov.au">www.women.tas.gov.au</a>	Women in Tasmania
<a href="http://www.companioncard.dpac.tas.gov.au">www.companioncard.dpac.tas.gov.au</a>	Companion Card
<a href="http://www.silverdome.com.au">www.silverdome.com.au</a>	Silverdome
<a href="http://www.getmoving.tas.gov.au">www.getmoving.tas.gov.au</a>	Get Moving Tasmania
<a href="http://www.multicultural.tas.gov.au">www.multicultural.tas.gov.au</a>	Multicultural Access Point
<a href="http://www.tis.tas.gov.au">www.tis.tas.gov.au</a>	Tasmanian Institute of Sport
<a href="http://www.Service.tas.gov.au">www.Service.tas.gov.au</a>	Service Tasmania
<a href="http://www.housing.tas.gov.au">www.housing.tas.gov.au</a>	Affordable Housing Initiatives

# Appendix F:

## Procurement Statistics

The Department of Premier and Cabinet 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. It is the Department's policy to support Tasmanian businesses whenever they offer best value for money for the Government.

Details of those procurement activities undertaken by the Department in 2017-18 and resulting in the award of contracts with a value of \$50,000 or over (excluding GST) are contained in the following tables within this Appendix:

- **Table 1** provides a summary of the level of participation by local businesses in all contracts and procurement processes with a value of \$50,000 or over (excluding GST).
- **Tables 2 and 3** provide detailed information on all contracts with a value of \$50,000 or over (excluding GST), listing consultancy contracts separately.
- **Table 4** provides a summary of contracts awarded as a result of a direct/limited submission sourcing process approved in accordance with clause (3) of *Treasurer's Instruction No. 1114: Direct/limited submission sourcing: goods and services*.
- **Table 5** provides a summary of contracts awarded and containing confidentiality provisions approved in accordance with clause (4) of *Treasurer's Instruction No. 1401: Confidentiality of Government Contracts*.

### Approved contract extensions

Treasurer's Instruction 1115 provides that a Head of Agency may approve the extension of a contract for a period of no longer than one year in exceptional circumstances and despite there being no specific provision within the contract providing for such an extension. No approvals for extension were granted in accordance with these provisions in 2017-18.

### Procurement from businesses that provide employment to persons with disabilities

Treasurer's Instructions 1127 and 1231 provide that agencies may directly procure from businesses that "predominately exist to provide the services of persons with a disability" without the need to conduct a full quotation or tender process. No contracts were awarded in accordance with these provisions in 2017-18.

### Exemptions to disaggregate

Treasurer's Instructions 1119 and 1225 provide that a Head of Agency may approve an exemption from the requirement to disaggregate a procurement process. No exemptions were granted in accordance with these provisions in 2017-18.

### Table 1: Summary of participation by local business

Contracts, tenders and/or quotation processes of \$50,000 or over (ex GST)	2017-18
Total number of contracts awarded	22
Total number of contracts awarded to Tasmanian businesses	14
Value of contracts awarded (not including options to extend)	\$37,211,842
Value of contracts awarded to Tasmanian businesses (not including options to extend)	\$35,736,217
Total number of tenders called and written quotation processes undertaken	14
Total number of bids and/or written quotations received	64
Total number of bids and/or written quotations received from Tasmanian businesses	42

**Table 2: Contracts awarded in 2017-18 with a value of \$50,000 or over (ex GST)  
(excluding consultancy contracts)**

Contractor	Location	Description	Period	Total Value (\$)
*Telstra Corporation Limited	Tasmania	Networking Tasmania III Core Services Agreement	21/07/2017 - 30/05/2027	29,000,000
Vos Construction and Joinery Pty Ltd	Tasmania	Silverdome - Main concourse redevelopment	22/01/2018 - 27/07/2018	2,259,693
<b>Panel / Standing Contract (refer below)</b>	-	<b>Telephony and Mobile Data</b>	24/01/2018 - 31/12/2027	3,500,000
Telstra Corporation Limited	Tasmania	(Panel member)	(as above)	-
My Net Fone Australia Pty Ltd	NSW	(Panel member)	(as above)	-
Tazict Pty Ltd	Tasmania	(Panel member)	(as above)	-
CIT Solutions Pty Ltd	ACT	Training Services – Certificate IV (Government Investigations)	06/03/2018 - 05/03/2021	329,300
* Australian and New Zealand School of Government Inc.	Victoria	Senior Executive Leadership Development Program	01/04/2018 - 31/03/2021	106,995
Kloud Solutions Pty Ltd	Victoria	Support for Microsoft Forefront Identity Manager Environment	01/06/2018 - 31/05/2020	72,400
KPMG	Tasmania	Annual Tasmanian Council Consolidated Data Collection	01/07/2018 - 30/06/2022	100,000
Orima Research Pty Ltd	Victoria	Tasmanian State Service Employee Surveys	01/07/2018 - 15/11/2026	552,080

\* Awarded in accordance with TI 1114 (see Table 4)

**Table 3: Consultancy contracts awarded in 2017-18 with a value of \$50,000 or over (ex GST)**

Contractor	Location	Description	Period	Total Value (\$)
Philp Lighton Architects Pty Ltd	Tasmania	Architectural Services - Silverdome Main Concourse Redevelopment Project	10/08/2017 - 08/11/2018	125,700
KPMG	Tasmania	Tasmanian Institute of Sport - Future Facilities Feasibility Study	27/11/2017 - 24/01/2018	121,000
SGS Economics and Planning Pty Ltd	Tasmania	Development of Northern Stadium Strategy	24/01/2018 - 30/06/2018	99,825
Mentally Friendly Pty Ltd	NSW	Digital Services Tasmania - Market Research Services	13/02/2018 - 06/04/2018	142,000
*University of Tasmania	Tasmania	Research on Tasmania's Vulnerability to Coincident Extreme Events	28/02/2018 - 27/02/2019	100,000
Business Action Learning Tasmania Ltd	Tasmania	Delivery of Business Resource Efficiency Program	13/03/2018 - 30/06/2020	199,999
<b>Panel / Standing Contract (refer below)</b>	-	<b>Energy Efficiency Expert Panel</b>	07/05/2018 - 30/06/2020	230,000
Andrew Sutherland Consulting Engineers	Tasmania	(Panel member)	(as above)	-
Energy ROI	Tasmania	(Panel member)	(as above)	-
Macquarie Franklin Pty Ltd	Tasmania	(Panel member)	(as above)	-
Sustainable Living Tasmania Inc	Tasmania	(Panel member)	(as above)	-
MOV3MENT PTY LTD	Queensland	Smarter Fleets Program (Heavy Vehicles)	23/05/2018 - 14/12/2018	103,980
Point Advisory Pty Ltd	Victoria	Tasmania's Emissions Pathway Review	13/06/2018 - 14/12/2018	168,870

\* Awarded in accordance with TI 1114 (see Table 4)

**Table 4 : Contracts awarded from direct/limited submission sourcing: goods and services in 2017-18**

Contractor	Description	Reason for approval	Total Value (\$)
Telstra Corporation Limited	Networking Tasmania III Core Services Agreement	TI 1114(1)(c)	29,000,000
University of Tasmania	Research on Tasmania's Vulnerability to Coincident Extreme Events	TI 1114(1)(b)(iii)	100,000
Australian and New Zealand School of Government Limited	Senior Executive Leadership Development Program	TI 1114(1)(b)(iii)	106,995

**Table 5 : Contracts with confidentiality provisions executed in 2017-18**

Contractor	Description	Date of exemption approval
Telstra Corporation Limited	Networking Tasmania III Core Services Agreement	17 April 2017
Telstra Corporation Limited	Telephony and Mobile Data (Panel member)	17 January 2018
My Net Fone Australia Pty Ltd	Telephony and Mobile Data (Panel member)	(as above)
Tazict Pty Ltd	Telephony and Mobile Data (Panel member)	(as above)



# Our Contacts

<b>Telephone</b>	(03) 6232 7184 Office of the Secretary
<b>Facsimile</b>	(03) 6223 5685
<b>Mailing address</b>	Department of Premier and Cabinet GPO Box 123 HOBART TAS 7001
<b>Email</b>	<a href="mailto:secretary@dpac.tas.gov.au">secretary@dpac.tas.gov.au</a>
<b>Website</b>	<a href="http://www.dpac.tas.gov.au">www.dpac.tas.gov.au</a>

Office	Address	Telephone	Facsimile	Email
Cabinet Office and Executive Council Secretariat	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6270 5669		<a href="mailto:Cabinet-Office@dpac.tas.gov.au">Cabinet-Office@dpac.tas.gov.au</a>
Communities, Sport and Recreation	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6232 7133	6233 4164	<a href="mailto:csr@dpac.tas.gov.au">csr@dpac.tas.gov.au</a>
Corporate and Culture	Level 6, Executive Building 15 Murray Street Hobart TAS 7000	6270 5667	6233 5685	<a href="mailto:commsrequests@dpac.tas.gov.au">commsrequests@dpac.tas.gov.au</a>
Local Government Division	Level 5, Executive Building 15 Murray Street Hobart Tasmania 7000	6232 7022		<a href="mailto:lgd@dpac.tas.gov.au">lgd@dpac.tas.gov.au</a>
Office of eGovernment	Ground Floor, Kirksway House 21 Kirksway Place Hobart TAS 7000	6232 7722		<a href="mailto:egovernment@dpac.tas.gov.au">egovernment@dpac.tas.gov.au</a>
Office of Parliamentary Counsel	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6232 7270		<a href="mailto:OPC.Enquiries@dpac.tas.gov.au">OPC.Enquiries@dpac.tas.gov.au</a>
Office of Security and Emergency Management	Level 1, 47 Liverpool Street Hobart TAS 7000	6232 7979		<a href="mailto:sem@dpac.tas.gov.au">sem@dpac.tas.gov.au</a>
Office of the Secretary	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7184		<a href="mailto:secretary@dpac.tas.gov.au">secretary@dpac.tas.gov.au</a>
Policy Division	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7550		<a href="mailto:Policy.admin@dpac.tas.gov.au">Policy.admin@dpac.tas.gov.au</a>
Service Tasmania Unit	Level 7, 144 Macquarie Street Hobart TAS 7000	1300 135 513	6233 5669	<a href="mailto:sthelphelp@dpac.tas.gov.au">sthelphelp@dpac.tas.gov.au</a>
Silverdome	55 Oakden Road Prospect TAS 7250	6777 2823	6336 2211	<a href="mailto:admin@silverdome.com.au">admin@silverdome.com.au</a>
State Protocol Office	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6270 5667		<a href="mailto:commsrequests@dpac.tas.gov.au">commsrequests@dpac.tas.gov.au</a>
State Service Management Office	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7040		<a href="mailto:ssmo@dpac.tas.gov.au">ssmo@dpac.tas.gov.au</a>
Tasmanian Climate Change Office	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7173		<a href="mailto:climatechange@dpac.tas.gov.au">climatechange@dpac.tas.gov.au</a>
Tasmanian Government Courier	Basement, Franklin Square Hobart TAS 7000 Level 1, 1 Civic Square Launceston TAS 7250	6232 7053  0457 704 829 or 0409 957 856	6173 0257	
Tasmanian Institute of Sport	Silverdome 55 Oakden Road Prospect TAS 7250 Technopark 33-38 Innovation Drive Dowsing Point TAS 7010	6777 2828  6165 6630	6777 5158	<a href="mailto:institute.sport@tis.tas.gov.au">institute.sport@tis.tas.gov.au</a>
The Training Consortium	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7511	6233 6600	<a href="mailto:ttc@dpac.tas.gov.au">ttc@dpac.tas.gov.au</a>
TMD	Ground Floor, Kirksway House 21 Kirksway Place Hobart TAS 7000	6166 3111	6233 7222	<a href="mailto:tmd@dpac.tas.gov.au">tmd@dpac.tas.gov.au</a>



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