



Our Strategic Priorities

DPAC's Strategic Plan supports the Government to deliver:

1. 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.

2. Emergency 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.

3. 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.

4. 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.

5. Service delivery

Provide a range of services to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community.

6. Policy and programs

Develop policy, provide advice and deliver programs to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community.

The following section describes the initiatives we delivered under each of our strategic priorities for 2018-19.

Abbreviation	Division Name
DSS	Digital Strategy and Services
LGD	Local Government Division
OPC	Office of Parliamentary Counsel
OSEM	Office of Security and Emergency Management
OTS	Office of the Secretary
SSMO	State Service Management Office
S&E	Strategy and Engagement
TCCO	Tasmanian Climate Change Office
TTC	Tasmanian Training Consortium

Strategic Priority 1:

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.

DIVERSITY AND INCLUSION

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

During 2018-19 a range of initiatives were implemented to support diversity and inclusion across the Service. These include:

- releasing a guide for the use of 'short-form' applications to remove barriers for people applying for roles in the Tasmanian State Service;
- trialling an online cultural awareness training program for Tasmanian Government agencies;
- reviewing the Disability Employment Register to improve its effectiveness as a pathway for People with Disability into employment with the Tasmanian State Service;
- drafting a toolkit to support LGBTIQ employees in the Tasmanian State Service. The toolkit aims to increase awareness of LGBTIQ, and tips on how to make the workplace more inclusive;
- completing the Active Ageing Workforce Project, including a whole-of-government voluntary survey and follow-up interviews for employees and officers aged 50 years or older. The findings of the Project are being considered across the range of workforce management policies and practices; and
- drafting of a Carers Resource Kit, which will support employees as carers, managers/leaders and work colleagues. The Kit will be released in late 2019.

DEVELOPING OUR MANAGERS AND LEADERS

There has been significant continuing investment in activities that support people development across the State Service. The State Service Management Office (SSMO) coordinated the delivery of a number of activities in 2018-19 to help agencies build the skills and mindsets to deliver services and provide policy advice to the Tasmanian community.

Agencies use a mixture of whole-of-government training programs and internal activities to support the development of management and leadership capabilities and promote graduate opportunities across the State Service.

The Tasmanian Training Consortium (TTC), as part of SSMO, facilitates and promotes cost-effective, quality learning and professional development opportunities for the TSS and member organisations.

In December 2018, the Manager Development Program Working Group was awarded the 2018 Public Sector Excellence Award for Best Practice in Public Sector – People and Diversity Development Award to recognise the State Service Manager Essentials Program as a high-level exemplar of collaboration. Since the Manager Essentials Program was launched in May 2017, over 250 managers have registered, with 114 fully completing the program. A further 13 programs will be delivered in 2019-20.

A group of 31 participants completed the second Senior Executive Leadership Development Program, with two modules delivered in July and September 2018. The Program is delivered by the Australia and New Zealand School of Government (ANZSOG). It aims to build new capabilities; encourage executives from different agencies to work collaboratively; and to prepare leaders to tackle the contemporary challenges facing the public sector. A third module is being delivered in late 2019.

The State Service Strategic Management Program (S3MP) is a collaborative management and leadership development program coordinated by Tasmania Police, SSMO and the University of Tasmania (UTAS). The Program's third group of participants commenced in August 2018. The intensive Program aims to increase management and leadership skills and capabilities of TSS employees, preparing them for senior management roles.

A total of 41 graduates across seven agencies participated in the whole-of-government TasGRAD Program. Coordinated by SSMO, the TasGRAD Program focusses on providing graduates with experience across a number of areas in different agencies, helping them develop the skills needed for a successful career in the TSS.



2018 TSS EMPLOYEE SURVEY

Conducted since 2005, the latest TSS Employee Survey was held in September and October 2018. The Survey is an important way of learning employee perceptions and opinions on a wide range of employment-related topics.

In 2018, a total of 8,675 people completed the Survey, or 29.92 per cent of the TSS, slightly up from 29.5 per cent who participated in 2016.

The results of the Survey indicated that overall the TSS is performing well in the areas of employee engagement (65 per cent) and job satisfaction (67 per cent).

Survey participants were asked to nominate the three most rewarding things about working in their agency, and the three areas where they would like to see improvements to support their workplace. Both of these questions were optional and the following results are aggregated to represent the top three areas nominated for the TSS.

The top three most rewarding things nominated by respondents were:

1. Working in a good team environment.
2. Serving the Tasmanian community and making a difference to it.
3. Using the skills I have.

The top three areas for improvement nominated across the TSS were:

1. Training and development opportunities.
2. Management/leadership.
3. Focus on positive work behaviours/cultures.

Each Agency has been provided with individual results for consideration and action.

WORK HEALTH, SAFETY AND WELLBEING

A diverse range of work, health safety and wellbeing activities and programs have been underway during 2018-19.

Forty Tasmanian State Service work, health and safety (WHS) consultants have now been trained in the implementation of the new international standard *ISO 45001:2018 (Occupational Health and Safety Management Systems. Requirements with Guidance for Use)*.

SSMO continued to support the trial of an app-based program called Ritualize Tasmania, supporting our workforce to form healthy lifestyle habits, with the objective of achieving healthier, happier and higher-achieving people and workplaces.

Research has begun to scope a whole-of-government incident and hazard management information system. Agencies have agreed to the requirements of a system, and research has been conducted into whether an off-the-shelf or customised system is the best solution.

The Mindfulness Project is a collaboration with the Menzies Institute for Medical Research, University of Tasmania, that started in 2017-18, conducting research on mindfulness practices with approximately 500 TSS employees. The study is now complete, with research findings proving that face-to-face classes, in conjunction with an app, is the best solution to provide a successful program.

The TSS is actively addressing ways to reduce the risk of occupational violence and aggression. Education and training is ongoing, with de-escalation training being provided for workers in public-facing positions. This program teaches awareness of aggressive behaviours, skills in de-escalating a situation, reporting of aggressive behaviours, as well as client environment and behavioural awareness. Key objectives of the training are:

- building employee knowledge and providing appropriate guidance and training;
- providing a physical work environment that minimises the opportunity for violent and aggressive behaviours;
- increasing internal reporting of incidences;
- increasing the awareness of expected and appropriate behaviours by both employees and clients; and
- supporting employees who require medical or other professional assistance because of an incident.

SSMO is developing an integrated strategy for work health, safety and wellbeing. The Strategy will provide a comprehensive, management systems-approach that's shaped by employee input with a focus on working conditions. The Strategy, which is due to be finalised in 2019-20, aims to deliver:

- greater improvement in health behaviour change;
- higher rates of employee participation in programs;
- reductions in occupational injury and disability rates;
- stronger health and safety programs; and
- improved overall health, productivity and resilience of people in the workplace.

EMPOWER INTEGRATION AND AUTOMATION PROGRAM (EIAP)

The TSS pays about 40,000 permanent, fixed-term and casual employees per year, usually on a fortnightly basis, using a payroll and people management system called 'Empower'. Empower has been used by the TSS since 1995. It covers over 99 per cent of all TSS employees and has calculated and managed just over \$46 billion of salary and allowance payments over that time.

To improve this system and its use by agencies, the TSS is using the Empower Integration and Automation Program (EIAP). The EIAP will deliver a more contemporary system which will have substantial service and cost benefits for the Government, including reducing the number of manual payment processes; reducing overheads; and improving reporting.

The program has two main components:

1. The migration of most small and medium-sized agencies to a common Empower platform.
2. The creation of a contemporary and more responsive whole-of-government employment reporting service for agencies and Government.

The migration of the first two agencies, Department of Justice and the Department of State Growth, has been successfully completed. The remaining migrating agencies will follow, with the last migration cycle expected to finish in July 2020.

As part of the Program, a new employment reporting system, the Joint Agency Reporting Service (JARS), has also been piloted by the Department of Justice and has been rated as very successful. It will now be progressively rolled out to all agencies and authorities by July 2020.

JARS will meet current and future demands for all employee data including:

- consistent metrics about organisational performance;
- longitudinal analysis;
- performance data;
- working arrangements; and
- leave and absence management.

The EIAP is being managed by SSMO in collaboration with DSS, State Service agencies and authorities.

ABORIGINAL EMPLOYMENT

The *Tasmanian State Service Aboriginal Strategy to 2022* was released in June 2019, with the aim to increase the number of Aboriginal people working across the State Service. There are four main initiatives in the Strategy:

1. Attract, recruit and retain Aboriginal employees.
2. Develop career pathways for Aboriginal employees.
3. Respect and celebrate Tasmanian Aboriginal people, their values, culture and knowledge.
4. Employ Aboriginal people to deliver culturally safe and inclusive services and programs.

The three-year Strategy aims to increase the proportion of Aboriginal people working in the Tasmanian State Service from 3 per cent (measured in 2016) to 3.5 per cent in 2022.

WORKPLACE RELATIONS

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.

The negotiation of new Industrial Agreements, and the implementation of agreements that have been negotiated, has been a major body of work for SSMO in 2018-19. There are currently 21 wage-related agreements in operation in the State Service and of these 14 have commenced negotiation for replacement agreements.

Following a protracted period of negotiations, in June 2019 the Government advised unions that it was the Government's position that 13 agreements should be referred to the Tasmanian Industrial Commission for arbitration. As at 30 June 2019, drafting of the terms of reference for arbitration had commenced with Unions. Once the terms are agreed, a joint written request is to be made to the President of the Tasmanian Industrial Commission.

Also at 30 June 2019, a Government offer for the Nurses and Midwives (Tasmanian State Service) Agreement was with unions for their consideration.

SSMO also provided advice and support to agencies on responses to industrial activity and work bans stemming from the wages negotiations.

In addition, in the 2018-19 financial year, SSMO continued to provide advice on the industrial composition of the new Department of Communities Tasmania, as well as providing advice to agencies on formal investigations, industrial disputes, grievances, and other workplace relations matters.



GENDER DIVERSITY

In August 2016, a goal was set to achieve gender equity in the senior executive with a target of at least 40 per cent of senior executives to be women by 2020. This target has been achieved well ahead of that timeframe, with women making up 43 per cent of the senior executive as at 30 June 2019.

This has been achieved through a range of initiatives that promote the value and importance of a diverse workforce. Specific initiatives include: unconscious bias training, including for all Heads of Agencies and their Deputy Secretaries; leadership programs for women; and promoting flexible work arrangements.

An Action Plan for 2019-20 to continue this important work on gender diversity was released on 8 March 2019, to coincide with International Women's Day.

SSMO also published a book, *Women in the Tasmanian State Service*, celebrating and promoting the rich and diverse career opportunities available to women across the State Service.

YOUTH EMPLOYMENT

In 2018 the School to Work Youth Employment pilot commenced and is having a positive impact on outcomes for both students and participating workplaces.

The Program, run in collaboration with the Beacon Foundation and the Department of Education, provides students in Government schools, predominately in regional areas, access to paid traineeships in the TSS as part of their year 11 and 12 studies.

Fourteen students participated in the Program, and following its success, further school-based opportunities will be provided in 2019-20.

The TSS is also supporting our recent university graduates through TasGRAD. TasGRAD is a whole-of-service Graduate Development Program where graduates are employed across a number of agencies and participate in an 18-month Development Program. In 2018-19, 41 graduates participated in the Program.

Strategic Priority 2:

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.

BUSHFIRE EMERGENCY RESPONSE AND RECOVERY

In December 2018 and January 2019, dry lightning strikes started a number of bushfires across Tasmania. In total, around 210,000 hectares, about three per cent of the total land mass of mainland Tasmania, was burnt. While property losses were limited, the impact on affected communities was significant.

DPAC had a major role in supporting the emergency services' response to the fires, through managing the deployment of staff from across the State Service to support emergency response agencies; providing support for public communications; and helping affected communities to recover from the fires.

To ensure that the public was provided with accurate and timely information during the bushfires, the whole-of-government Public Information Unit (PIU) was activated in early January to support the Tasmania Fire Service and ensure coordination and communication of non-operational public information from across all Tasmanian Government agencies. The PIU managed the TasALERT website and social media accounts, and supported the Government Call Centre, run by Service Tasmania. The Call Centre provided a single number for people to call to obtain information, support and assistance both during and after the emergency event. The PIU also liaised closely with the Southern Regional Emergency Coordination Centre and undertook a key role in the transition to recovery.

The Tasmanian Government established a Bushfire Recovery Taskforce within DPAC in early February 2019 to coordinate state-level recovery and provide information and assistance to affected communities. All areas of DPAC worked closely with the Taskforce, supporting the delivery of a range of initiatives.

Information and Support Hubs were opened at Huonville, Geeveston and Dover to provide information and support to people affected by the bushfires. The hubs operated until mid-March. Information and frequently asked question sheets were developed and made available online, at community information sessions and through the Information and Support Hubs. They were also distributed to relevant Service Tasmania shops, council offices and health centres.



A recovery page on the TasALERT website was established along with new TasRECOVERY social media channels. These contained information about community events, financial assistance and grants, recovery resources, business information as well as opportunities for donations and volunteering.

As part of the recovery efforts, the Tasmanian Government hosted four free community events in the regions most affected by the bushfires:

1. Huon Valley – 30 March – approx. 2,500 attendees
2. West Coast – 6 April – approx. 450 attendees
3. Central Highlands – 13 April – approx. 300 attendees
4. Derwent Valley – 27 April – approx. 250 attendees.

Delivered in partnership with local councils, the events were held to thank emergency services and others for their efforts. The events celebrated Tasmania's community spirit and the contribution of our emergency services and volunteers during the 2019 bushfire campaign. All events were family friendly and included free BBQs, children's activities, live music and entertainment suitable for all ages.



Local suppliers were prioritised and service providers were asked to buy their product locally where possible. An additional business support program involved buying products and gift vouchers from small businesses to give away as lucky door prizes at each event. Major prizes were tourism packages in a different fire-affected region to drive visitorship from one area to the other.

The Recovery Taskforce worked with the affected communities to develop a Community Recovery Fund of up to \$9.9 million, jointly funded by the Australian Government and the Tasmanian Government under the Disaster Recovery Funding Arrangements. The Community Recovery Fund provides for projects and initiatives that will:

- support long-term economic and community recovery needs, to help the local economies rebound;
- assist with the restoration of business and community infrastructure by providing coordinated services and advice;
- support individuals, families and the community; and
- restore and reinstate Parks and Wildlife Service assets.

STATE RECOVERY ARRANGEMENTS

During 2018-19, the Office of Security and Emergency Management (OSEM) implemented, maintained and enhanced statewide arrangements for recovery from emergencies in 2018-19.

In October 2018, OSEM held the second annual Recovery Partners Network Forum. The Recovery Partners Network was formed in response to recommendations following the 2016 floods and aims to improve engagement between Tasmanian Government agencies and non-government recovery partners. The Forum, held in the Ross Town Hall, was attended by 25 representatives from non-government organisations and key government agencies involved in recovery who shared information, and discussed issues and agreed priorities.

In November 2018, OSEM conducted training for Tasmanian Government staff who registered their interest in being part of a future Recovery Taskforce, to help the community recover following an emergency. A number of staff on this register were part of recovery efforts for both the Southern Tasmania extreme weather event of May 2018 and the 2019 bushfires.

In December 2018, OSEM's recovery policy team won an Institute of Public Administration Australia (Tasmania) Award for Best Practice in the Public Sector – Policy Development, for their work developing, implementing and communicating Tasmania's state-level recovery arrangements.



SUPPORT FOR EMERGENCY SERVICES

OSEM maintains arrangements to enable the temporary deployment of skilled staff from across the State Service to support Tasmania's emergency response agencies. Around 200 employees are registered with OSEM as willing and able to provide support in areas including incident management, logistics, planning, administration and communications. Staff who have not registered are also given opportunities to participate in deployments when required.

These arrangements were activated four times in 2018-19, when assistance was provided to:

- the Department of Health in August 2018 to support the meningococcal mass vaccination program;
- the Department of Primary Industries, Parks, Water and Environment (DPIPWE) from December 2018 to March 2019 to support its response to the fruit fly incursion on Flinders Island;
- the Tasmania Fire Service (TFS) during the bushfires from January to March 2019 to support the Fire Information Line, State Operations Centre, Regional Incident Management Teams, Forward Command Posts and the Southern Region Emergency Coordination Centre. This involved 265 separate staff deployments of between one and 10 days' duration; and
- DPAC in February 2019 to support the Tasmanian Emergency Information Service call centre and the transition to recovery.

RECOVERY FROM SOUTHERN TASMANIA EXTREME WEATHER EVENT

Throughout 2018-19, recovery efforts continued related to an extreme weather event that caused widespread flooding and damage around Hobart and Southern Tasmania in May 2018.

A Recovery Unit had been established within OSEM to coordinate whole-of-government support and provide a single point of contact within the Tasmanian Government for issues related to the event. During 2018-19, the Unit continued to work with affected communities and councils to coordinate recovery activities at the regional and local level through information sharing and collaborative decision-making.

OSEM administers a \$500,000 Community Recovery and Resilience Grants Program relating to the extreme weather event and continues to work with recovery partners to support affected communities with the assistance of a \$9.67 million Community Recovery Fund jointly funded by the Australian and Tasmanian Governments under the Natural Disaster Relief and Recovery Arrangements.

Strategic Priority 3:

Local government governance

Aim: 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.

COMPLIANCE, AUDIT AND INVESTIGATION ACTIVITIES

The Local Government Division (LGD) 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 2018-19, the Division conducted a number of investigations on behalf of the Director. In total, 40 complaints were assessed or formally investigated. The investigations relate to complaints pursuant to the *Local Government Act 1993*, and the *Burial and Cremations Act 2001*, and associated regulations.

IMPLEMENTATION OF CODE OF CONDUCT IMPROVEMENTS

During 2018-19 the Local Government Division continued implementing the recommendations from the review of the local government Code of Conduct framework, to improve the efficiency and effectiveness of the Code of Conduct complaints process.

Changes to the Code of Conduct framework were incorporated into the Act and the Model Code of Conduct in December 2018. The Local Government Division has developed guidance material to assist in the implementation and application of the changes. This includes guidance for the Code of Conduct Panel on amended provisions. The Division has also updated the materials and resources on its website (including the complaint form and information sheets) to reflect the changes and provide guidance to councillors and complainants.

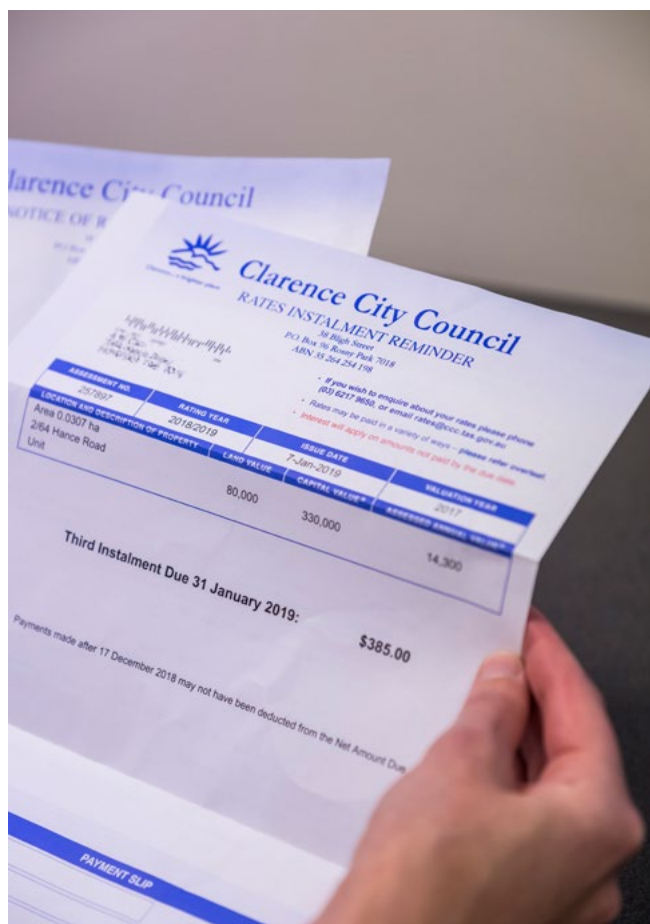


SUPPORT FOR 2018 COUNCIL ELECTIONS

The Local Government Division delivered a range of education activities throughout 2018-19 in support of the October 2018 statewide council elections.

The Local Government Association of Tasmania (LGAT) hosted pre-election sessions for prospective candidates. At these sessions, 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 delivered 11 post-election education sessions in conjunction with LGAT, to newly elected councillors, Mayors, General Managers and seven individual councils. The education sessions focused on the fundamentals of local government, including: duties and functions of councillors; code of conduct; offences under the *Local Government Act 1993*; and meeting procedures.



The elections delivered some pleasing results in terms of participation, democratic engagement and gender diversity in local government. A record 481 candidates stood for election across the 28 participating councils, and voter participation rates approached record highs, with 58.73 per cent of votes returned. The number of women elected to council increased, from 32 per cent in 2014 to 39 per cent in 2018. The number of women elected to leadership positions also increased.

IMPROVING COUNCIL PERFORMANCE REPORTING

The Local Government Division has continued work towards increasing the accessibility and transparency of council performance information in 2018-19. The Division continued to make publically available the Consolidated Data Collection and also published four data 'snapshots', to inform the community and councils in relation to council performance. The snapshots are designed to make data easily accessible and complement the Auditor-General's annual report on financial sustainability.

The snapshots covered:

1. Rates 2016-17;
2. Rates 2017-18;
3. Population Trends 1993-2017; and
4. Net Worth and Working Capital as at 30 June 2018.

LOCAL GOVERNMENT LEGISLATION REVIEW

In 2018 the Local Government Division commenced a wholesale review of the *Local Government Act 1993*, to develop a contemporary, flexible and best-practice legislative framework that can support councils to meet requirements and community expectations now and into the future. The Review is being conducted over four phases, guided by a Review Steering Committee of highly-respected members with local government experience.

Phase I of the Review commenced with the release of an initial Discussion Paper on 7 December 2018. Consultation on this Paper closed on 1 March 2019, with a total of 382 submissions received.

A Reference Group was appointed in February 2019 to workshop the feedback from the first consultation phase. The Reference Group was made up of experienced local government members, as well as representatives from the private sector, community members and representative groups. The Reference Group met five times throughout April and May 2019 and provided its advice to the Review Steering Committee in June 2019.

The Government's proposed reforms were released for public consultation through a Reform Directions Paper on 3 July 2019.

BURIAL AND CREMATIONS ACT REVIEW

The Local Government Division commenced the Cemeteries Legislative Review (the Review) in mid-2018 in response to significant community concern surrounding the prospective sale by the Anglican Church of a number of properties containing cemeteries.

Stage I of the Review introduced amendments to the *Burial and Cremation Act 2002* that addressed urgent community concerns by strengthening the regulatory framework for cemeteries. This included the introduction of new sale and closure processes for cemeteries, increased compliance and enforcement powers, and increased protection of gravesites.

Stage 2 of the Review identified further proposed changes to the legislation that would improve clarity and consistency, and further strengthen the legislation to support the ongoing regulation and oversight of cemeteries, crematoria and businesses that handle and transport human remains. The Draft Burial and Cremation Bill 2019 was released for public consultation on 19 June 2019.

Strategic Priority 4:

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.

DIGITAL SERVICES GOVERNANCE AND TRANSFORMATION

The Tasmanian Government is committed to leveraging new and emerging technologies to support improved public policy decision making, service delivery and community outcomes.

In March 2019, DPAC unified the resources of two former divisions (Office of eGovernment and TMD) to establish a new division: Digital Strategy and Services (DSS), with the mission of 'working together to lead the digital transformation of the Tasmanian Government through the delivery of trusted advice, strategies and services'.

New digital services governance structures were also instituted at a whole-of-government level, comprising three bodies with different levels of responsibility:

1. Heads of Agencies' Digital Services Board;
2. Deputy Secretaries' Digital Services Committee; and
3. Digital Services Advisory Group.

Each body is governed by discrete but interlinked terms of reference, with secretariat functions and decision-making support provided by DSS.

DSS has developed a strategic plan to guide the direction and internal work priorities of the Division over the next two financial years, focusing on collaborating in new and better ways to understand and meet the emerging needs of government agencies, citizens and communities.



STRATEGIC PROJECTS

DSS coordinates a range of whole-of-government strategic projects that leverage collaborative investment in information and communications technology across the Tasmanian Government.

In 2018-19, strategic initiatives led by DSS included projects to establish contemporary, cloud-based email and collaboration services, and to improve payroll and people management, and reduce costs for agencies.

The objective of the Email Renewal Project is to provide a contemporary, whole-of-government cloud-based service that eliminates future infrastructure and supportability issues by migrating email to Microsoft Office 365. In 2018-19, some 16,000 Department of Health mailboxes were successfully migrated to Office 365, representing approximately one-third of all Tasmanian Government email mailboxes. All remaining agencies are scheduled to migrate by the end of 2019.

The Unified Communications Interoperability Services Project enables different existing agency videoconferencing technologies to communicate with each other, as well as with similar technologies used by the public and other service providers. This work delivers many collaborative benefits, for example, by enabling better support for patients and healthcare providers using TeleHealth.

DSS supported technical implementation of the Empower Integration and Automation Program managed by the State Service Management Office. The standardisation and consolidation of agencies' HR systems will improve efficiency and data quality for HR reporting and processes across the State Service. Other benefits include cost savings, reduced overheads, enhanced HR capability and improved HR information systems governance. The Program is being delivered through partnership between SSMO, DSS, agencies, vendors and consultants.

DIGITAL TRANSFORMATION STRATEGY

Digital transformation offers new opportunities for the Tasmanian Government to improve Government service quality, access equity and productivity.

In 2018-19, DSS progressed work on refining and documenting a whole-of-government strategy for digital transformation. As part of this work, the Division consulted extensively with agencies and the Tasmanian community to identify the foundational elements necessary to support the development of new digital government infrastructure and services.

The whole-of-government strategy will identify major actions to improve the digital maturity of the Tasmanian community, economy and Government, including initiatives to support the core business needs and policy objectives of all ministerial portfolios and agencies.

Through implementation of the Strategy, Tasmanian Government agencies will be better equipped to meet the needs and expectations of Tasmanian citizens, with the ability to respond and adapt to new service requirements and public policy priorities.

The Strategy is scheduled for release in 2019-20.

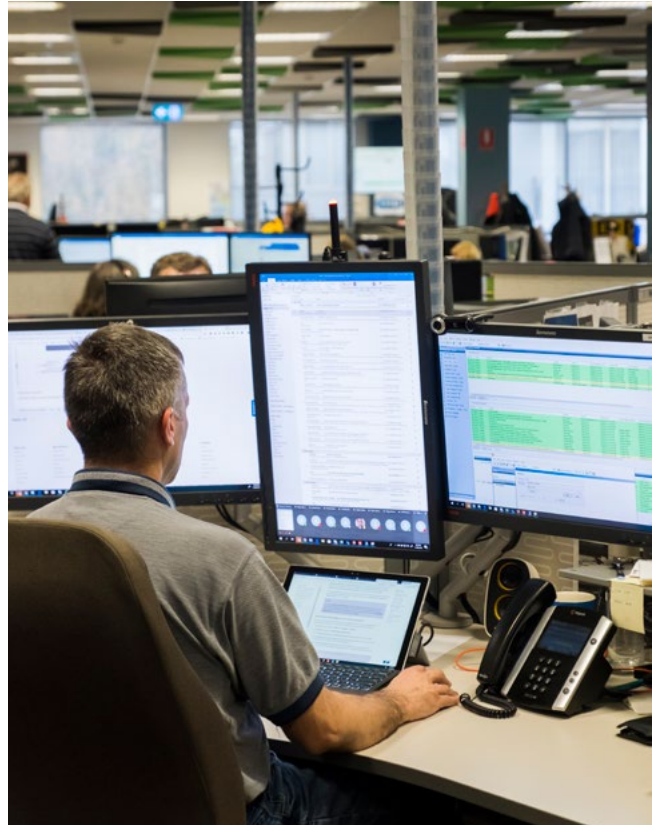
LEGACY TELEPHONY

DSS manages a range of old and new telephony services on behalf of the Tasmanian Government, including mobile phones, fixed copper lines and enterprise-grade analogue and digital communications.

The Government has around 21,000 fixed-line telephony services that DSS is transitioning from legacy analogue to digital technology. Of these, approximately 18,000 have been transitioned to the new Connect Unify digital telephony enterprise VoIP service, which is supplied by Telstra.

In 2018-19, DSS managed the replacement or removal of 3,000 remaining analogue Spectrum services to meet the April 2019 end-of-life deadline. Many of these services were critical and included duress alarms, security monitoring lines and lift phones. This work was completed through the Telephony and Mobile Data Reform (TAMDR) project, without disruption to services or impact on Government operations,

The Division also worked closely with the Department of Police, Fire and Emergency Management to support transition of the 000 service, critical for Tasmania's emergency services.



CYBERSECURITY

The Tasmanian Government Cybersecurity Program was established to coordinate the development of cybersecurity capability across Government.

Located within DSS, the four-member team provides whole-of-government cybersecurity leadership, support and advice to Tasmanian Government agencies. Program objectives are to:

- support agencies to improve cybersecurity maturity and reduce risks through education, awareness, policies, standards, procedures and assistance;
- coordinate Tasmanian Government detection and response to whole-of-government or national cybersecurity incidents;
- develop and establish whole-of-government cybersecurity incident management arrangements, including State Emergency Management plans for cybersecurity;
- provide advice to Tasmanian Government agencies and other government entities on potential cyber threats;
- work with vendors to mitigate cyber threats and risks to government for services provided; and
- coordinate risk assessments for whole-of-government systems, services and products.

NETWORKING TASMANIA III CORE SERVICES

Networking Tasmania III (NTIII) is an outsourced, integrated suite of network services relied on by Tasmanian Government agencies to secure and protect information assets and ICT services. DSS manages the contracts that underpin NTIII.

At the centre of NTIII is the Network Core, a complex, highly-available, resilient and fully-redundant central IP-based network, which integrates features, functionality and service components. Components include: central switching and routing; security gateways; and value-added services such as proactive surveillance and protection against cyberattacks and malicious activities.

In 2018-19, NTIII service offerings were enhanced by upgrading the Core and continued delivery of Data Centre-as-a-Service, Infrastructure-as-a-Service and Local Area Networking-as-a-Service options.

The Tasmanian Government's critical business and service delivery applications, telephony and internet services depend on the successful, sustained operation of the NTIII Core. Implementation of the upgraded Core means that Government is well-placed to meet emerging ICT challenges.

OPEN DATA AND GOVHACK

The Tasmanian Government supports and encourages the principles and use of open data to inform the community, reduce barriers posed by licensing red tape, and spark digital innovation. By sponsoring the GovHack event, the Government raises awareness and encourages the innovative use of open data.

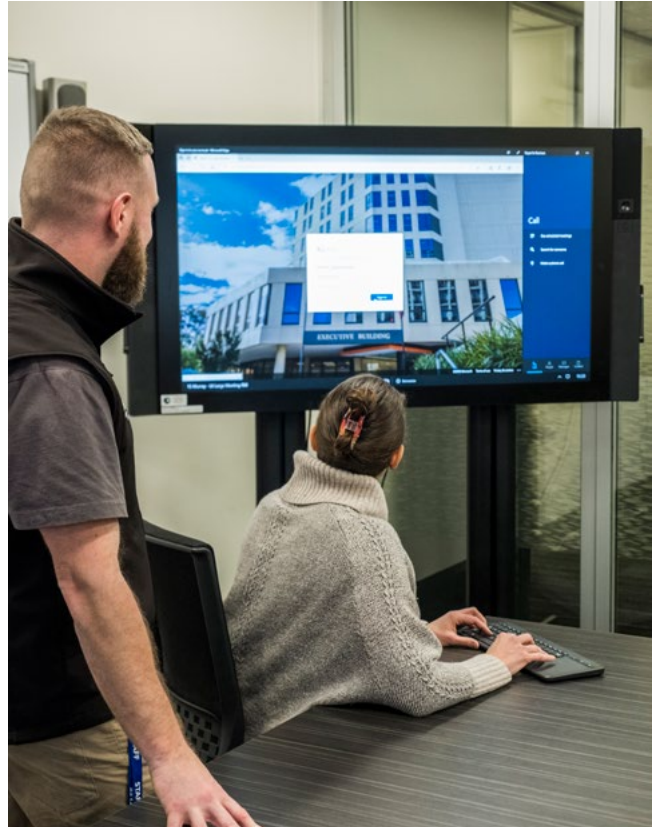
GovHack is an annual, national competition in which participants use the open data of government to create new and improved ways for people to access, share and reuse government information.

In 2018-19, DSS coordinated data promotion and prize sponsorship across Tasmanian Government agencies to support participants at Tasmania's GovHack 2018 events.

Tasmanian teams generated 12 GovHack projects, with six entries each from Hobart and Launceston.

Winners of the GovHack 2018 government-sponsored prizes included:

- 'Urban Hob.art' – a map-based guide to urban art in Hobart;
- 'Hacking Fish' – an application to guide tourists and recreational fishers to species-based fishing locations in Tasmania;
- 'Project 139' – a 19th Century immigration data search website; and
- 'Geoffrey, your friendly property safety adviser chatbot' – a hazard alert application for property buyers.



Strategic Priority 5:

Service delivery

Aim: Provide a range of services to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community.

IMPROVING OUR SERVICE DELIVERY MODEL: PILOTING CONCIERGE AND QMATIC SERVICES AT SERVICE TASMANIA IN GLENORCHY AND DEVONPORT

In 2018-19, Service Tasmania piloted the introduction of concierge services in the Glenorchy and Devonport service centres. The concierge model features the use of a Qmatic ticketing machine, which allows customers to wait 'out of line' in comfortable seating areas.

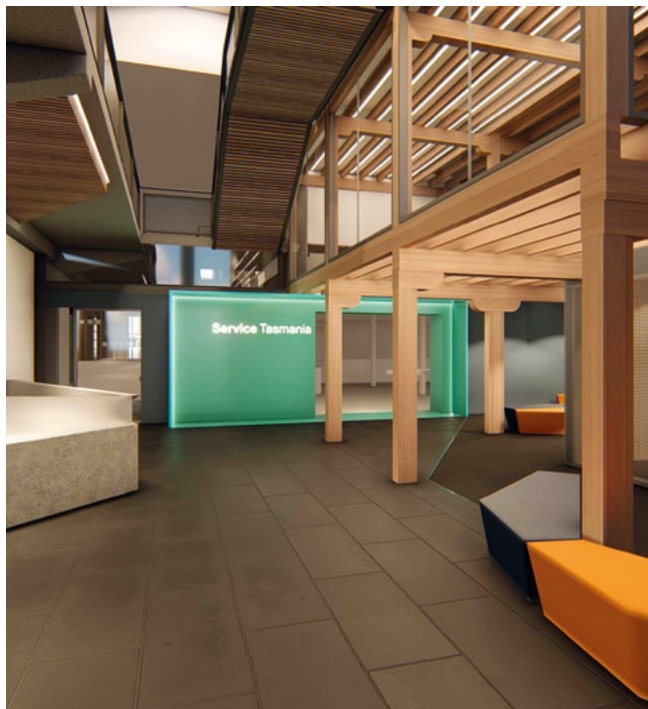
Introduced to the Devonport Service Centre in September 2018 and to the Glenorchy Service Centre in 2017, but further refined in June 2019, the concierge model is working well, streamlining service and generating positive feedback from both customers and staff.

During peak times, Service Tasmania assigns on-duty staff to the ticketing machine, to assist with customer queries, help with forms and check the completion of paperwork. Customers receive a ticket for counter service or can be directed to other areas for further assistance.

In the busy Glenorchy site, the pilot included new 'behind the scenes' functionality, which enables better customer flow management.

The approach will be fully implemented in the Launceston Service Centre when the new CH Smith site opens in August 2019.





ACCOMMODATION PROJECTS – REFRESHING OUR SERVICE CENTRES

In 2018-19, several accommodation projects were implemented across Service Tasmania, including development of a new Launceston Service Centre site, and preparatory work for redevelopment of the Hobart and New Norfolk service centres.

The new CH Smith site in Launceston will have a larger footprint than the existing service centre in Henty House, allowing for more flexibility and contemporary customer amenities. Opening in August 2019, the new Launceston Service Centre will have a concierge counter, extensive customer seating, self-service areas and a consultation booth.

The Hobart site redevelopment, scheduled for 2020, will incorporate the Government Contact Centre (GCC) and a purpose-built room to house the Tasmanian Emergency Information Service (TEIS). During the works phase, the Hobart Service Centre, GCC and TEIS will be temporarily relocated to ensure continuity of service and minimal inconvenience to customers.

At the 2018 Tasmanian state election, the Government committed to developing a new police station in New Norfolk. The new station will be built on the current site after demolition of the existing building. Service Tasmania and Tasmania Police will remain co-located in the new station, which will incorporate a purpose-built Service Tasmania service centre. Service Tasmania is working with Tasmania Police to establish temporary premises in New Norfolk while building work is undertaken.



Credit: Peter Bennetts

PARANAPLE – SERVICE TASMANIA DEVONPORT

In September 2018, Service Tasmania began operating from Devonport's newly-built paranaple centre. The centre provides improved local amenities and convenient access to a range of government services, housing Devonport City Council, Libraries Tasmania and Service Tasmania under one roof.

The centre was officially opened on 12 October 2018 by the Premier, the Hon Will Hodgman MP; Minister for Education and Training, the Hon Jeremy Rockliff MP; Australian Government representatives Senator Richard Colbeck and (former) Senator Steve Martin; and the Mayor of Devonport, Councillor Annette Rockliff.

The paranaple Service Centre is located on the ground floor and staffed by Council and Service Tasmania personnel, allowing customers to transact local and state government business through a single, shared counter.

Service Tasmania worked closely with Devonport City Council to identify a range of services that can be delivered on Council's behalf. After initially offering a limited suite of payment services, including rates and dog registrations, Service Tasmania now processes an expanded range of renewals and infringement notice payments.

Service Tasmania also implemented a Qmatic ticketing system in the new Devonport centre.

SUPPORTING TASMANIA'S EMERGENCY RESPONSE

In early 2019, Service Tasmania supported the Tasmanian Government's bushfire emergency response through both telephone and face-to-face services.

The Tasmanian Emergency Information Service (TEIS) was activated between 25 January and 1 March 2019. TEIS provides a single-number, hotline phone service for people to access non-emergency information and assistance, both during and immediately after an emergency. Service Tasmania service centres in Hobart, Burnie and Launceston also provided face-to-face assistance to help people with applications for Emergency Assistance Grants.

Over the period of activation, TEIS received 2,570 phone calls and Service Tasmania service centres processed around 2,440 grant applications, with 1,660 applications processed in the Hobart Service Centre alone.

As well as providing phone and counter service specifically for grant applications, Service Tasmania supported bushfire emergency response and recovery activities by assisting communities with general information and enquiries through the Government Contact Centre and the network of 27 service centres statewide.



SERVE YOU RIGHT 2018 – HOSTING OUR COLLEAGUES FROM ACROSS AUSTRALIA

In November 2018, Service Tasmania hosted the Serve You Right Summit, an annual forum that brings together representatives of government service delivery organisations, like Service Tasmania, from across Australian states and territories.

The opportunity to share customer service delivery expertise and experience was invaluable, with the Summit covering a range of topics including technology, partnership opportunities and new business processes. Jurisdictional representatives were able to network and forge valuable connections, encouraging the continuation of information-sharing beyond the assembly.

As part of the event, a field trip took delegates to Service Tasmania's Bridgewater Service Centre, which is co-located with the local Library and Child and Family Centre. The excursion provided the group with an opportunity to hear from a number of Service Tasmania's partners, including panel discussion about the challenges and opportunities for collaborating and integrating services.

Strategic Priority 6:

Policy and programs

Aim: Develop policy, provide advice and deliver programs to the Premier, Ministers, Tasmanian Government agencies, non-government organisations and the Tasmanian community.

BRAND TASMANIA TRANSITION PROJECT

The establishment of Brand Tasmania as a statutory authority is part of the Tasmanian Government's commitment to uplift our place branding efforts and to ensure Brand Tasmania is properly resourced, sustainable and influential.

In 2018-19, the Policy Division continued to progress the Brand Tasmania Transition Project by supporting the Brand Tasmania Council to transition to a statutory authority. This work has involved:

- the drafting of the Brand Tasmania Bill, and the successful passage of that legislation through the Parliament in November 2018;
- recruiting the Chairperson and Board of Brand Tasmania; and
- implementing the *Brand Tasmania Act 2018*, which commenced on 29 March 2019, through the development of appropriate corporate governance policies and procedures.

APPOINTMENT OF BRAND TASMANIA CHIEF EXECUTIVE OFFICER

In 2018, the Office of the Secretary supported the Policy Division in finalising Brand Tasmania's governance arrangements under the *Brand Tasmania Act 2018*. Following commencement of that Act, it was then responsible for the recruitment process for the inaugural Brand Tasmania Chief Executive Officer.

An international search campaign was commissioned which resulted in a very high calibre candidate from Canada, Mr Todd Babiak, being recruited to the role. The recruitment process was conducted by the Secretary, DPAC, with support from an Executive Search Consultant.

The Office of the Secretary was also responsible for creating the role under the relevant legislation, sizing the position and preparing all associated contractual documentation for the appointment.

Mr Babiak was appointed on 1 May 2019 for a period of five years.

CREATION OF THE STRATEGY AND ENGAGEMENT UNIT

The Strategy and Engagement Unit (S&E) was formed in March 2019. Reporting directly to the Secretary, the Unit will develop and implement key Government priorities under a Strategic Growth framework, including jobs mapping, projections and planning for Tasmania's continued economic growth. It will target regional communities and key areas, such as young people and long-term unemployed, so that all Tasmanians can share in the benefits of a strong economy.

UTAS PARTNERSHIP AGREEMENT

The Strategy and Engagement Unit continued to work closely with Tasmanian Government agencies and UTAS, progressing initiatives under the 10-year Partnership Agreement. The Agreement, which runs from 2015 to 2025, provides the framework for the collaborative relationship between the Government and UTAS.

Some key highlights during 2018-19 were:

- continuing support of the University's \$300 million Northern Transformation Project. This initiative encompasses new methods of course delivery alongside two new state-of-the-art campuses in Burnie and Launceston;
- commencing construction on Tasmania's most ambitious cultural and arts infrastructure project – a \$96 million creative industries and performing arts development, The Hedberg Centre. The Centre is expected to open in early 2020;
- achieving Priority Project status on the Infrastructure Australia Priority List for the Tasmanian Innovation Network Science, Technology, Engineering and Maths (STEM) Centre in Hobart, with a vision to anchor STEM research nodes in Burnie and Launceston;
- awarding three scholarships under the Education Inspiration Scholarship Program to support Year 11 and 12 students at risk of leaving the education system. This takes the total number of scholarships awarded to nine with a further three to be awarded in the coming year. These scholarship recipients 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
- the establishment of a new PhD research scholarship to address policy challenges affecting the State.



JOBS ACTION PACKAGE

The Strategy and Engagement Unit worked 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, the 'Jobs Bus' which started in February 2018 in the Derwent Valley, and has been extended to the South-East area around Sorell. The Jobs Bus transports people to work or training, and to date nearly 600 trips have been made.

In the Derwent Valley, a Job Connect Coordinator has been appointed to work directly with businesses and employers to provide the support required to employ more local people. And in Sorell, a local employment hub is currently being developed in collaboration with Colony47, to better prepare and link jobseekers across the region with the emerging employment growth and business opportunities.

Project proposals for the North-East (Break O'Day region) and Queenstown on the West Coast are currently being considered.

At 30 June 2019, the Jobs Action Package has facilitated 431 employment and training-related outcomes, of which 381 are training related and 50 job related (including 15 apprenticeships).

LEGISLATION

During 2018-19, the Office of Parliamentary Counsel drafted 58 Bills and 103 subordinate instruments, including those that delivered on the Government's key reforms. This included legislation to:

- establish a new *Brand Tasmania Act*, to enable the better promotion of Tasmania and the products and services it provides;
- enable the Minister for Planning to make Tasmanian Planning Policies to guide decisions in relation to planning;
- enable survivors of institutional child sexual abuse to access the national redress scheme for such survivors;
- amend the law in relation to consorting with criminals;
- provide for the collection of information into the use of housing for short-stay purposes;
- improve the performance of councils and councillors through amendments to the *Local Government Act 1993*;
- provide protection for cemeteries if church land on which they are situated is sold;
- amend the law relating to emergency management; and
- make provision in relation to the prevention of domestic violence.

AMENDING THE CONSTITUTION ACT 1934

In 2018, the Office of the Secretary continued its work progressing amendments to the *Constitution Act 1934*. It prepared the Constitution Amendment (House of Assembly Electoral Boundaries) Bill 2018, which was subsequently considered in the Spring session of Parliament and commenced on 28 September 2018.

The Bill was drafted to amend the boundaries for the House of Assembly electoral divisions, aligning Tasmanian State electoral boundaries with the changes made to the Australian Government's House of Representatives' electoral boundaries on 14 November 2017. It also renamed the electoral division of 'Denison' to 'Clark'.

The Office of the Secretary worked closely with the Tasmanian Electoral Commissioner and the Surveyor-General to prepare the amendments.



HEADS OF AGENCY – REVISED STANDARD CONTRACTUAL TERMS

Heads of Agencies employment arrangements are subject to a number of standard terms and conditions.

In 2019, the Office of the Secretary worked with the Office of the Crown Solicitor in the Department of Justice to undertake a wholesale review of the standard terms and conditions for Heads of Agencies contractual arrangements. This included consideration and review of Instruments of Appointment which would apply to both Heads of Departments, and Heads of State Authorities.

The review was undertaken to ensure that Heads of Agencies are appointed in accordance with robust and contemporary terms of employment.

All Heads of Agencies who are appointed or reappointed from March 2019 will be subject to the updated contractual terms within the new standard Instrument of Appointment.

In addition to the revised contractual terms for newly appointed or reappointed Heads of Agencies, during the 2018-19 period the Office of the Secretary implemented a new performance agreement framework for all Heads of Departments. These Performance Agreements will ensure Heads of Departments are held to account in relation to the performance of their respective organisations and the delivery of key Government priorities and commitments.

An updated Induction Manual was also finalised in 2018-19. This was prepared in consultation with the Integrity Commission and all Heads of Agencies and includes new declarations of interest requirements as well as the new financial management framework.

GOVERNMENT TRANSPARENCY AGENDA

In 2018-19, the Office of the Secretary continued to support the Government's efforts to improve transparency and accountability. This work has included the following major initiatives:

- numerous extensions to the information released under our routine disclosure of information policy, including Ministerial expenses and Right to Information decisions, via the new Government Information Gateway page on DPAC's website;
- continuing to publicly report at least quarterly on gifts, benefits and hospitality received and given by officers across all agencies on agency websites;
- implementing the updated Ministerial Code of Conduct and supporting Parliament's adoption of a new Member's Code of Conduct;
- supporting a review of the *Electoral Act 2004*, including electoral donations; and
- ongoing publication of major public consultation submissions and the administration of the Public Submissions Policy.

Since June 2018, the Office of the Secretary has assisted the Government in releasing around 67 new routine datasets online, as it continues to expand public access to information on the activities of Government.

GOVERNMENT BOARDS DATABASE

In 2018-19, 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.

As at 30 June 2019, there were 116 Boards and Committees, with 920 positions and 760 members. We apply the Tasmanian Government Board Fee Policy to determine the appropriate maximum levels of fees for board members and sizing classification.

The Office of the Secretary also provides general boards advice to agencies. In 2018-19 this included advising on the establishment of the Tasmanian Football Board and the Brand Tasmania Board, and advising on boards and committees that should be removed from the database. We also support the Secretary, DPAC, in her role on the Government Business Enterprise Remuneration Panel.

Through the Boards Database, we support the *Women on Boards Strategy 2015-2020* by maintaining and upgrading the database, providing data for quarterly reporting and monitoring progress towards the Strategy's goals.

ECABINET PROJECT

In 2018, the Office of the Secretary prepared a Business Case for the electronic document management and distribution of Cabinet papers.

In considering whether to move to an electronic distribution process, we undertook significant internal and external consultation with technical experts, including consideration of additional security measures and other efficiencies appropriate for confidential Cabinet documents. The Premier subsequently approved the Business Case and the project is now subject to approval for funding from the Structured Infrastructure Investment Review Process. Should the eCabinet Project be funded, it is likely that additional benefits may be realised, including increased general security of IT access across Government, reducing the cybersecurity risk profile, and enabling more opportunities for secure collaboration between departments.

All other states and the Northern Territory, except Western Australia, use electronic document management and distribution of Cabinet papers. The Cabinet Office currently has a manual, paper-based process for the delivery of Cabinet documents to Ministers, relevant ministerial staff and DPAC. It is likely that the implementation of an eCabinet system will offset a number of ongoing costs and improve security arrangements. More importantly, it will provide real-time access to Cabinet papers and decisions for Ministers – allowing more time for considering the matters for decision.

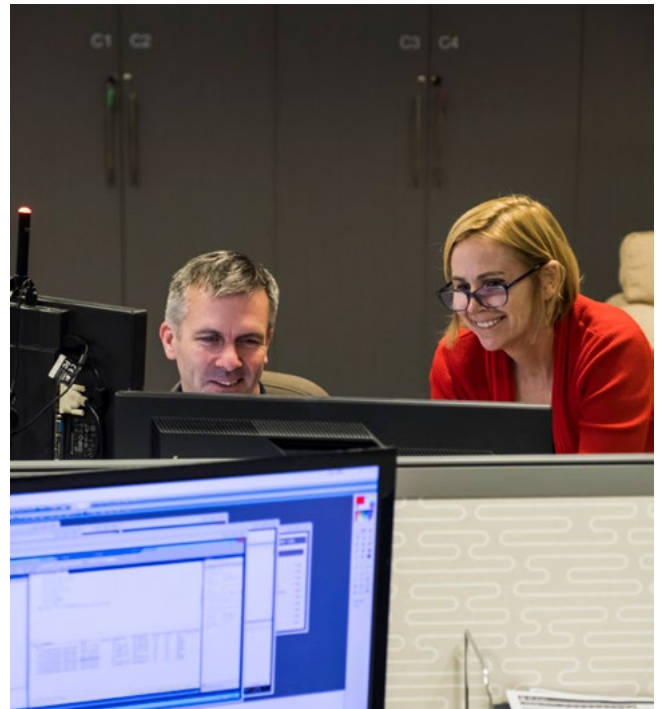
MACHINERY OF GOVERNMENT

The Office of the Secretary is responsible for managing the machinery of Government.

In 2019, we supported a number of State and Federal Parliamentary processes, including the prorogation of Parliament in March 2019; arranging papers for the Casual Senate Vacancy that occurred as a result of Senator David Bushby's resignation; and otherwise supporting the Premier, the Tasmanian Electoral Commissioner and the Governor in the issuing of the Senate writs for the Federal Election.

The Office of the Secretary also continued to support the 2018 Departmental restructures including the transition of certain divisions within DPAC to the newly established Department of Communities Tasmania and the creation of the Department of Health. Additionally, we provided governance support to the Policy Division, in relation to the establishment of Brand Tasmania.

Over the 2018-19 period, we supported the Government with a number of ministerial portfolio changes and Parliamentary Secretary appointments. This included a significant ministerial reshuffle as a consequence of the Hon Jacquie Petrusma MP resigning from her ministerial responsibilities on 30 June 2019. We separately consulted with ministerial offices and departments to deliver the Administrative Arrangements Order (No.1) 2019 to update departmental legislative



portfolios. Further Administrative Arrangement Amendment Orders were also prepared during the 2018-19 period, notably to support the creation of a new Head of Agency – the Chief Executive Officer, Brand Tasmania.

TRADE

The Policy Division coordinated whole-of-government analysis and responses to major free trade agreement negotiations and implementation in 2018-19. These included the:

- Comprehensive and Progressive Agreement on Trans-Pacific Partnership;
- World Trade Organization Agreement on Government Procurement; and
- Australia European Union Free Trade Agreement.

TREATIES

The Policy Division coordinates Tasmanian Government content for Australian Government reports and appearances before United Nations Committees in relation to the implementation of the seven international human rights treaties and seven international human rights instruments to which Australia is party.

The Policy Division works 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.

During 2018-19, the Tasmanian Government provided input into Australia's response to the List of Issues provided by the Committee on the Rights of the Child.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

The Policy Division continued to lead the Tasmanian transition to the full National Disability Insurance Scheme (NDIS), in collaboration with the Departments of Communities Tasmania; Treasury and Finance; Health; Education; State Growth; and Justice.

During 2018-19, the NDIS in Tasmania expanded to include children aged 0-3 and adults aged 35-64. At 30 June 2019, 6,599 Tasmanians had become NDIS participants, and an additional 232 children under six years old accessed the NDIS Early Childhood Early Intervention program.

The Premier signed the NDIS Full Scheme Bilateral Agreement on 14 December 2018 and as of 30 June 2019 Tasmania commenced full scheme implementation.

During 2018-19, we also continued to represent the Tasmanian Government in policy forums on key elements of NDIS design, including leading national policy work on transport in the NDIS and we worked closely with the National Disability Insurance Agency to maximise Tasmanian participant uptake. These will continue to be key focus areas for 2019-20.

The Tasmanian Government is contributing over \$1 billion to the NDIS over the next four years.

SUPPORT FOR INTERGOVERNMENTAL MATTERS INCLUDING THE COUNCIL OF AUSTRALIAN GOVERNMENTS

The Premier participated in a Council of Australian Governments (COAG) and Council for the Australian Federation (CAF) meeting in December 2018. The Policy Division supported this participation by coordinating advice across Government on issues including:

- population planning and management;
- drought resilience;
- Aboriginal affairs;
- reducing violence against women and their children;
- health reform;
- early childhood; and
- national security.

The Policy Division also represented Tasmania's interests in a wide range of associated intergovernmental forums throughout the year, including the Secretary's participation in meetings of COAG senior officials.

The Policy Division worked closely with other agencies to provide timely and accurate advice to the Premier and Cabinet on agreements with the Australian Government including the:

- National Schools Reform Agreement;
- National Health Reform Agreement; and
- Hobart City Deal.

TASMANIAN CLIMATE SYMPOSIUM: RESEARCH. POLICY. PRACTICE.

In November 2018 the Tasmanian Climate Change Office, in partnership with Hydro Tasmania, hosted the inaugural Tasmanian Climate Symposium: Research. Policy. Practice.

The Symposium brought together over 60 key decision makers in government and industry with Tasmanian researchers to network, share learnings and work collaboratively to translate climate research into better policy and practice.

The Symposium showcased Tasmania's world-class scientific research capability and included speakers from the University of Tasmania, CSIRO, the Institute for Marine and Antarctic Studies and the Bureau of Meteorology. Topics included:

- how Tasmania's climate has changed over the past 1,000 years;
- the next generation climate forecasts for Tasmania; and
- a seasonal outlook for the summer ahead.

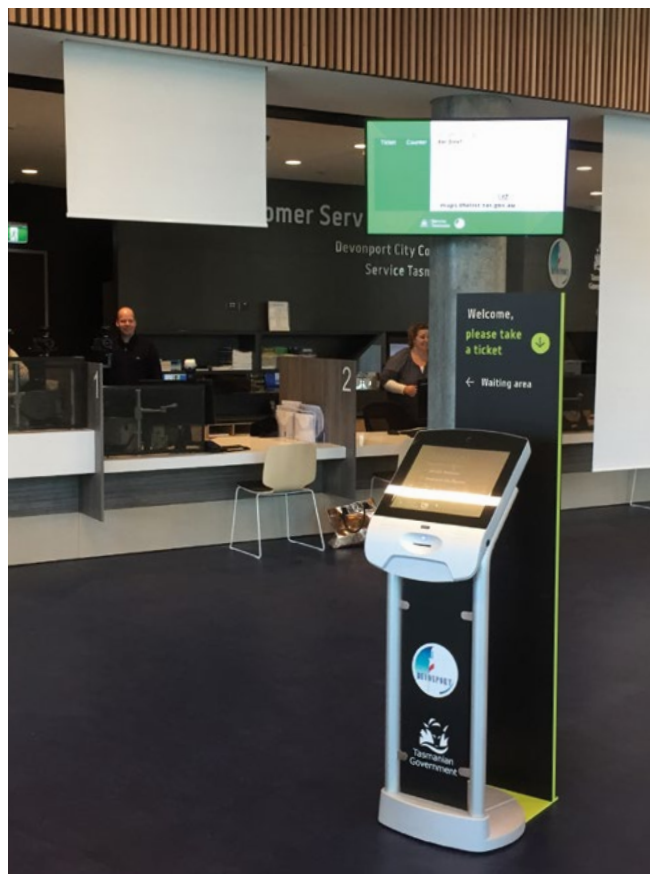
It also involved an engaging panel discussion that focused on how climate change research was being integrated into strategic and operational decision making by winemakers Apogee Tasmania, the Tasmania Fire Service and Hydro Tasmania, and the importance of collaboration between researchers, government and industry.

TASMANIAN CLIMATE CHANGE AND HEALTH ROUNDTABLE

A key action under *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* is to build community resilience to population health risks in a changing climate. These risks include transmission of new diseases (for example, mosquito-borne Barmah Forest virus) and physical impacts from more frequent and severe natural disasters (for example, respiratory conditions from smoke inhalation).

In April 2019, the Tasmanian Climate Change Office, in partnership with Public Health Services, delivered a climate change and health roundtable with over 40 international, national and Tasmanian climate health experts. The aim of the roundtable was to understand how the State can manage the risks that a changing climate poses to the health of Tasmanians.

Outcomes of the workshop include the development of an action plan to build on the valuable exchange of information, as well as the opportunity for stronger collaboration between participants.



POWER\$MART BUSINESSES

A major barrier to business owners implementing energy upgrades to improve energy efficiency is a lack of understanding of energy use and savings opportunities within their operations. In December 2018, the Tasmanian Government announced the opening of the \$150,000 Power\$mart Businesses Program.

The Program provides financial support over two years to conduct energy audits for small and medium-sized businesses to identify opportunities to improve energy efficiency, and to reduce power bills and greenhouse gas emissions.

Twelve applications have been received and audits are complete or underway at a range of organisations, including accommodation providers, an independent supermarket, commercial offices, a refrigerated food exporter and a timber processing business.

TASMANIAN GOVERNMENT ENERGY EFFICIENCY AUDITS

The Tasmanian Climate Change Office has supported Tasmanian Government agencies to carry out energy efficiency audits; to better understand the energy use of their buildings; and identify ways to reduce it.

Funding of \$100,000 has been provided across five agencies to participate in the Tasmanian Government Energy Efficiency

Audit Program. Those agencies are the Department of Health, the Department of Education, the Department of Justice, the Department of Police Fire and Emergency Management (DPFEM) and the Department of Primary Industries, Parks, Water and Environment (DPIPWE).

The Department of Health has audits planned for a number of its facilities, including at its Ambulance Tasmania headquarters, Tolosa St Mental Health facility and Millbrook Rise Centre for Rehabilitation.

The Department of Education has organised energy audits for Ogilvie and Taroona High Schools and has planned audits for New Town and Deloraine High Schools, Don College in Devonport and Mountain Heights School in Queenstown.

The Department of Justice has undertaken an energy audit at the Magistrates Court; DPFEM has undertaken an energy audit at three facilities including the Hobart Fire Station; and DPIPWE has an audit planned for the New Town Research Laboratories.

COASTAL HAZARDS MANAGEMENT FOR EXISTING SETTLEMENTS AND VALUES

The Coastal Hazards Management for Existing Settlements and Values Project is a key action of *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021*. The project supports coastal managers to manage risks to existing settlements and values from coastal hazards.

The Project builds on, and complements, the significant body of coastal hazards management work that has already been delivered by the Tasmanian Government, including the Tasmanian Coastal Adaptation Pathways Project, the Coastal Hazards Package, the 2016 statewide sea level rise projections and planning allowances, and the provisions for coastal hazards in the Tasmanian Planning Scheme.

A key component of the Project was a series of information-gathering workshops with coastal managers that were held across the State in late 2018. Three workshops were held with local government across the three regions, and a fourth workshop was held with Tasmanian Government departments and government business enterprises (GBEs).

A total of 72 staff from 20 coastal councils, four Tasmanian Government departments and three GBEs participated in the workshops.

The findings of the workshops have informed options to progress the Tasmanian Government's statewide approach to coastal hazards management for existing settlements and values.



BUSINESS RESOURCE EFFICIENCY PROGRAM

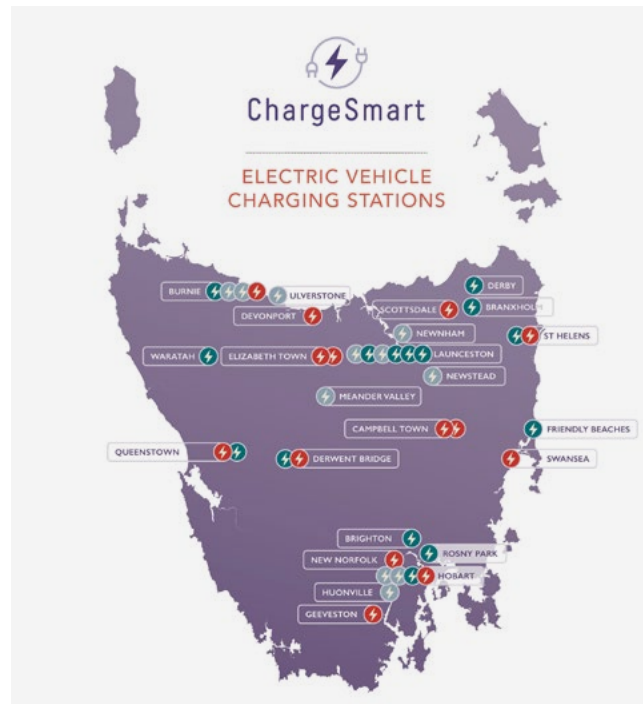
The Business Resource Efficiency Program is a key action of *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021*. The Program is assisting small and medium-sized Tasmanian businesses to reduce waste and operating costs, and drive productivity gains.

Business Action Learning Tasmania (BALT) is delivering the Program, running co-learning workshops, site visits and one-on-one mentoring sessions with the participating businesses.

Eleven Tasmanian businesses are participating in the Program, representing a cross-section of the Tasmanian economy, including manufacturing, engineering services, hospitality, education, agribusinesses and viticulture. They are currently implementing resource efficiency projects to:

- minimise waste throughout production cycles;
- reduce their volume of waste going to landfill;
- reduce operating costs;
- build skills and capacity;
- create circular-economy opportunities; and
- establish regional communities of practice.

The Program will run until June 2020. At the completion of the Program, key learnings, case studies of participating businesses and educational resources will be published on the TCCO website to share the program findings with a wider audience.



ELECTRIC VEHICLE CHARGESMART GRANTS PROGRAM

The Tasmanian Climate Change Office delivered the Electric Vehicle ChargeSmart Grants Program to support a statewide electric vehicle charging network.

The Program provided over \$600,000 in grant funding to support fast chargers, destination chargers and workplace chargers. Fast chargers enable electric vehicle users to charge promptly to complete longer routes or return journeys. Destination chargers provide a slower rate of charge and are suited to destinations where electric vehicles are parked for an hour or more.

Fast charging grants of up to \$50,000 were provided to seven organisations to install a total of 12 Direct Current (DC) charging stations across the State. This will deliver a convenient statewide charging network for local users and visitors, including four ultra-fast 350kW charging stations capable of charging the next generation of electric vehicles in less than 10 minutes.

Destination charging grants of \$2,500 were provided to 11 organisations to install Alternating Current (AC) charging stations. This will deliver charging stations across the State at locations including public car parks, at councils, businesses and visitor destinations.

These Programs complement the ChargeSmart Grants Program undertaken in 2017-18 that funded grants of up to \$5,000 towards the cost of installation of electric vehicle charging stations at 11 workplaces.

With the inclusion of contributions by recipients, ChargeSmart will stimulate a total electric vehicle charging infrastructure spend of over \$2.5 million.



SMARTER FLEETS PROGRAM

The Smarter Fleets Program is supporting Tasmanian Government agencies to prepare to integrate electric vehicles into their fleets. The benefits of incorporating electric vehicles into fleets include reduced transport costs (lower service requirements and running costs) and reduced greenhouse gas emissions.

A key component of the Program is to identify barriers and appropriate practical solutions to electric vehicle uptake, and work with agencies to develop an effective plan and build commitment to integrate electric vehicles into their fleets to achieve financial and environmental goals.

The Program provides tailored information, guidance and mentoring to fleet managers. This included fleet profile analyses in the tailored Electric Vehicle Integration Plans; identifying suitable electric vehicles and charging infrastructure; and face-to-face workshops.

The workshops helped build fleet manager knowledge of electric vehicles and the opportunities for incorporating them into the Government fleet, including an electric vehicle drive experience, allowing fleet managers to get behind the wheel of a range of electric vehicles and develop their understanding of the technology.

As well as Tasmanian Government agencies, the TCCO is also working with a further six organisations – including private, local government and Government Business Enterprises – through the Smarter Fleets Heavy Vehicles Program, and 10 local councils.

Councils also received access to an interactive tool which helps them determine the suitability of replacing a specific

vehicle with an electric vehicle, including considerations such as capital cost and annual distance travelled.

To ensure learnings from the Program can be shared, TCCO will publish general advice about integrating electric vehicles into fleets.

The Program is expected to be completed in early 2020.



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.

Organisational Priority 1:

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.

OFFICIAL VISITS

The Communications and Protocol Unit (CPU) hosted 13 diplomatic and consular official visits in 2018-19. These included the High Commissioner for the United Kingdom, and the Ambassadors of Austria, Brazil, Chile, China, Indonesia, Korea, Sweden, Switzerland and Turkey. CPU also hosted visits from the Consuls-General of China, Greece and the United States of America (USA).

The Official Visit Program focuses on the Tasmanian Government's Tasmanian Trade Strategy 2019–2025, giving priority to countries identified as sharing strong economic, trade and/or cultural relationships. Countries that are represented in Tasmania by an Honorary Consul are also given priority when scheduling official visits.

CPU provided support to several unofficial visits to Tasmania including the new Ambassador of the USA and a delegation from Timor-Leste. The Timor-Leste delegation comprised veterans accompanied by a Government Minister and several officials who participated in the 2019 Hobart ANZAC Day parade and related activities.

This year we took the opportunity to meet and present to the Tasmanian consular corps as a single group, which proved very successful. Regularly meeting with the local consular corps helps to maintain excellent working relationships with those appointed to represent the 22 honorary consul posts in Tasmania.



CREATION OF THE EXECUTIVE SERVICES UNIT

In early 2019, the Ministerial Support Unit (MSU) – which brought together some of the key functions that support the Premier, Ministers and their offices – took on a broader role, to also provide executive support to the Secretary, DPAC.

The Unit's name was changed to the Executive Services Unit (ESU) to better reflect the new role, and the Unit moved in the organisational structure of DPAC from the Corporate and Culture Division to report directly to the Secretary.

This move has enabled the Unit to align key functions; bring together similar activities in the Department; and deliver department-wide initiatives for the Secretary, such as Budget Estimates.

ESU also provides ministerial support, including:

- coordinating ministerial requests;
- coordinating the Premier's correspondence through our Departmental Liaison Officers; and
- managing the Ministerial Transport Service.

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.



WHAT WORKS FOR ME CAMPAIGN

Through its Workforce Diversity and Inclusion Policy, DPAC is committed to ensuring our workforce reflects the diversity of the Tasmanian community, and offers inclusive work practices.

The 'What Works For Me' campaign promotes the Department's flexible work arrangements that are available to staff, by showcasing how people already work flexibly across DPAC. Using stories capturing how staff use flexible work provisions, the campaign comprises posters, videos and intranet articles, aiming to show managers and their teams how open minds and honest conversations can deliver flexibility that works for individuals, teams and the broader organisation.

The campaign is a collaboration between the Human Resources Branch and Communications and Protocol Unit. A diverse group of staff was involved either through the working group or as participants in the campaign, with most divisions of the Department represented.

The frequently asked questions developed for the campaign provide a framework for managers to have constructive conversations with their teams about making flexibility an option for staff, while also meeting operational needs. Anecdotal feedback indicates the campaign raised awareness of existing workplace flexibility options.

Results from the TSS Employee Survey 2018 show that 78 per cent of respondents thought there was 'a positive attitude in my Agency in relation to employees who use flexible work practices or work part-time'. Forty nine per cent of respondents said they were using flexible work arrangements, including part-time, a compressed work week, working away from the office and purchasing additional leave.

Highlighting working flexibly has increased DPAC's attractiveness as a preferred employer, and will, over time, increase our ability to attract high-calibre applicants and increase the diversity of our workforce.

The What Works for Me campaign won the 2018 IPAA Public Sector Excellence Award for Best Practice in the Public Sector: Communications/Change Management.

WHITE RIBBON WORKPLACE ACCREDITATION PROGRAM

DPAC has been a White Ribbon-accredited workplace since November 2016. We continue to actively participate in an interagency working group to progress the implementation of the White Ribbon Program across the Tasmanian 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.

As part of the White Ribbon Night event in July 2018, hosted by the Department of State Growth, DPAC provided assistance in the organisation and running of the event, which was attended by the Secretaries of all agencies and the Premier. DPAC Secretary Jenny Gale, along with all other Secretaries, featured in a video outlining the importance of addressing the issues of family violence, and the impact the White Ribbon initiative has had on TSS staff and the community.

On 23 November 2018, we held the White Ribbon Walk in Hobart, in recognition of the United Nations International Day for the Elimination of Violence against Women. Approximately 1,000 members of the TSS and broader community participated to show their support in preventing violence against women and children. The Departments of State Growth and Primary Industries, Parks, Water and Environment were presented with their White Ribbon Workplace Accreditation at the event.

Within DPAC, 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:

- developing an e-learning package to build manager capability on how to recognise and respond to violence against women;
- undertaking unconscious bias training for identified senior leaders;
- reviewing and updating our White Ribbon risk assessment;
- developing the 'What Works for me' campaign, 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;
- actively participating in interagency and community events such as White Ribbon Night and White Ribbon Day to raise awareness and visibly demonstrate DPAC's commitment to White Ribbon; and
- undertaking work to become re-accredited with the White Ribbon Workplace Program.



In 2019-20, DPAC will finalise its application for White Ribbon Workplace reaccreditation and continue to provide support and participate in activities on a Departmental and whole-of-government level to raise awareness of the importance of ending violence against women.

THE PAC

The PAC is a group of enthusiastic volunteers working to improve: staff morale; relationships across the agency; career pathways and opportunities; and workplace health and well being.

The change experienced by the Agency as a whole was reflected in the membership and activities of the PAC during 2018-19. The departure of the staff in the Communities, Sport and Recreation Division, combined with a number of long-term PAC members stepping down from the committee, left volunteer leadership roles vacant and a shortage of resources to dedicate to PAC initiatives.

Despite this, the PAC delivered its extremely popular annual Dark DPAC Quiz Night; entered a team in the Dragons Abreast Corporate Dragon Boating Challenge; arranged meditation workshops; and delivered a number of unPACed information sessions with guest speakers on topics such as mental health and wellbeing. The PAC also ran a series of War on Waste activities during National Recycling Week and continues to sell PAC-branded reusable coffee cups.

Following the anticipated release of DPAC's new Strategic Plan in July 2019, the PAC will develop a new two-year strategic plan and work plan in 2019-20.

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.

STRATEGIC PLANNING

Throughout 2018-19, extensive planning has been undertaken to develop a new Strategic Plan for DPAC, guiding our work from 2019 to 2022. The Executive team and the DPAC Leadership Group (DLG) worked together over a number of facilitated workshops to develop new Purpose and Vision statements. Feedback from staff during consultation resulted in statements that both resonate with individuals and provide a link to the diverse work areas in DPAC.

Developing the Plan involved discussion about our strategic priorities and initiatives and how they would consistently inform all levels of work within each of our divisions. It also acknowledged the nature of DPAC as a dynamic central agency. The Plan highlights the importance of identifying emerging priorities, and the ongoing need for us to be a strong and cohesive agency.

The strategic focus areas in DPAC's Strategic Plan 2019-2022 are:

- High performing people and culture;
- Fresh thinking, sound advice; and
- Effective partnerships.

The DPAC Strategic Plan 2019-2022 will be launched by Secretary Jenny Gale in July 2019.

DPAC OFFICE ACCOMMODATION STRATEGY

DPAC has a long-term strategy of co-locating and consolidating its leased office accommodation within the Hobart central business district.

A key recommendation in the Department's Strategic Asset Management Plan, as approved by the Treasurer, is to examine opportunities to co-locate and consolidate office accommodation in the Executive Building at 15 Murray Street.

The proposed strategy to achieve this outcome is set out in DPAC's Office Accommodation Strategy, which the Department's Executive Committee endorsed on 5 April 2019.

REQUEST FOR TENDER FOR PRINTING SERVICES

DPAC conducted a Request for Tender (RFT) process to provide printing services for legislation and the Tasmanian Government Gazette for the Office of Parliamentary Counsel (OPC).

OPC manages the contracts for printing legislation and the Tasmanian Gazette, and for printing parliamentary materials under the direction of the Clerks of each House of Parliament. This procurement process included printing parliamentary materials for the House of Assembly and the Legislative Council.

DPAC awarded the contract for these printing services to Acrodata Tasmania Pty Ltd on 14 December 2018.

REQUEST FOR TENDER FOR SECURITY SERVICES

DPAC conducted a Request for Tender process to provide security services across all property sites managed by the Department.

DPAC manages approximately 60 sites and security services are a core requirement.

The services required fall into two categories:

1. Security monitoring and response services
2. Security equipment supply, installation and maintenance services.

DPAC awarded the contract for security services to Tasmanian-based Mekina Technologies on 16 January 2019.

Organisational Priority 4:

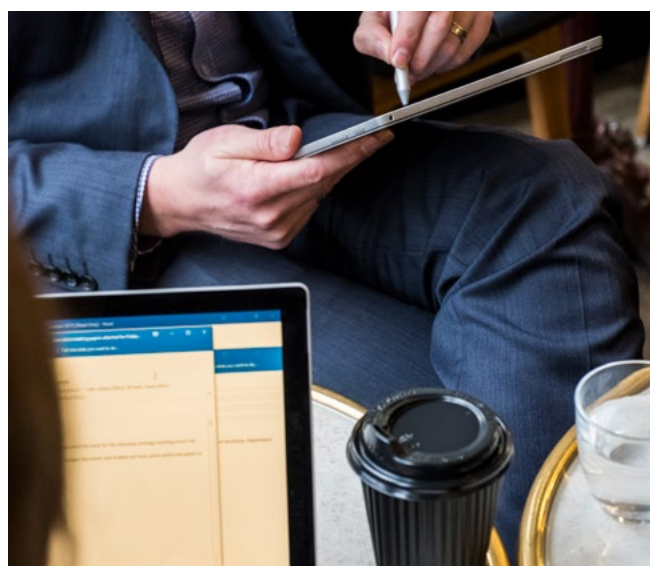
Integrating policy and services

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.



PROVIDING SUPPORT TO THE NEWLY-FORMED DEPARTMENT OF COMMUNITIES TASMANIA

In early 2018, the Tasmanian Government announced the creation of a new agency, the Department of Communities Tasmania. Divisions from the former Department of Health and Human Services and the Department of Premier and Cabinet joined to form the new agency from 1 July 2018.

To assist this transition, DPAC provided corporate services support to Communities Tasmania throughout 2018-19, including human resources, financial management, information technology, and marketing and communications. DPAC's assistance minimised the disruption to staff and helped Communities Tasmania to focus on delivering its core business.

SUPPORTING FLEXIBLE WORK ARRANGEMENTS

In 2018-19, staff were offered Microsoft Surface Pro mobile devices as part of DPAC's four-year PC Replacement Program. The adoption of lightweight portable and secure devices supports the wider Department initiative of promoting flexible work arrangements, by improving the mobility and information security aspects of people working flexibly.

TICKET TO PLAY

In 2018-19 DPAC developed websites and business applications to support the Department of Communities Tasmania's Ticket to Play initiative. Ticket to Play is designed to reduce the cost of participating in club sporting activities and increase the number of young Tasmanians playing sport. Ticket to Play supports the Tasmanian Government's objective of Tasmania being the healthiest population in Australia by 2025.

DPAC's ITS developed the Ticket to Play solution in September 2018 and launched a limited pilot in November 2018. Ticket to Play was made live to the public in February 2019 and made an immediate impact. By the end of May 2019, Communities Tasmania had issued 5,024 vouchers to Tasmanian families.

Organisational Priority 5:

Simplifying systems and processes

Aim: Simplify our systems and processes and improve services.

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.

TASMANIAN CLOUD POLICY

Since 2015, all Tasmanian Government agencies are moving data to secure on-island data centres as part of the Tasmanian Cloud Policy. In line with this Policy, DPAC's Information and Technology Services (ITS) built an upgraded Content Manager records management system on TasmaNet's on-island private cloud data centre. The upgrade improved the range and reliability of the processes our records management system can perform. This upgrade means we are one step closer to being able to access our records via a web browser. Once the Content Manager data migration is complete, ITS staff will focus on other enabling projects such as rolling out Microsoft Office 365 cloud-based services.

INTEGRATION AND PROCESS IMPROVEMENTS

Financial Management Services (FMS) completed the final phase to fully integrate financial staff transferred from Digital Strategy and Services (formerly TMD) and update systems and processes. This included an analysis and integration of roles within the unit; development of a new Chart of Accounts; a new portable and attractive asset register; trialling electronic document scanning and workflow; back system changes to support future developments in phase two of the chart of accounts project; and preparation for implementing the new Financial Management Act. In particular, this final phase included revamping our financial reports to include analysis that better meets client needs, rebuilding the financial system database, and fully integrating Digital Strategy and Services into the Department of Premier and Cabinet's Chart of Accounts and reporting structure.



BUDGET ESTIMATES PROCESS

The Executive Services Unit (ESU) led the coordination of preparation for Budget Estimates Committee Hearings from 3 to 6 June 2019.

Each year, ESU puts a focus on streamlining the process of compiling the information in Budget Estimates Briefings, including simplifying clearances; providing concise, useful briefing material; and working directly with the DPAC Executive and Ministers' Offices to make sure the information produced is fit for purpose.

ESU provided advice to staff across the Department, arranging clearance of briefs and the preparation of folders or electronic briefing packs for those answering questions at the hearings.

DPAC drafted just under 200 Budget Estimates Briefs, providing information about a broad range of issues and projects.

The Briefs prepared the Premier and our Ministers to attend and respond to questions about the 2019-20 Budget in eight hearings, lasting a total of about 16 hours, over four days.



Our Performance Measures

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

In the budget chapter related to the Department in the 2018-19 Budget Papers, we detail performance information by each output. Some of the performance targets were updated in April 2019.

A new Strategic Plan for the Department is set to be launched in July 2019. One of the first projects in the 2019-2022 Strategic Plan is to revise DPAC's performance measures to ensure they accurately reflect the activity of the Department and effectively measure our work against the new strategic plan.

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

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

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2016-17	Actual 2017-18	Actual 2018-19
Premier						
Output 1.1 – Strategic Policy and Advice						
Selected Policy outputs that meet agreed quality standards – Policy	%	Ess	100	88	100	Nm
Key client satisfaction with the delivery of policy services – Policy	%	Ess	90	86	Nm	Nm
Cabinet Advisories are submitted on time to the Cabinet Office	%	Eff	91	91	87	Nm
Output 2.1 – Management of Executive Government processes						
High level of satisfaction with the communications and protocol assistance, advice and service provided	%	Ess	95	n/a	95	92
Cabinet meetings supported	Number	Act	47	47	41 ¹	47
Executive Council meetings supported	Number	Act	24	26	22 ²	28
Official visits to Tasmania managed	Number	Act	13	10	10	13
Official functions organised	Number	Act	8	9	7	4
Output 2.2 – Principal and Subordinate Legislation						
High level satisfaction of key clients with drafting and delivery of Bills and Statutory Rules	%	Ess	95	n/a	95	99
Updates occur to www.legislation.tas.gov.au within two working days for new and revisions to Bills, Acts and Statutory Rules	%	Eff	98	n/a	98	98
Output 2.3 – Tasmanian Government Courier						
Change in cost of service of courier service ³	%	Eco	≤GOE	(22.9)	(45.13) ⁴	(61.28) ³
Output 2.4 Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor						
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	96	93
Output 3.2 – Management and Ongoing Development of Service Tasmania⁵						
Automated transactions – Customer satisfaction	%	Ess	>92	n/a	n/a	94.69%
Automated transactions – Customer complaints	Number	Ess	<20	n/a	n/a	1
Automated transactions – Service availability	%	Eff	>99.9	n/a	n/a	99.95%
Service centres – Customer satisfaction	%	Ess	>90	n/a	n/a	96.24%
Service centres – Ratio of customer complaints to compliments	Ratio	Ess	4:1	n/a	n/a	0.33:1
Service centres – Service availability	%	Eff	>99.75	n/a	n/a	99.99%
Contact centre – Customer satisfaction	%	Ess	>80	n/a	n/a	79.64%
Contact centre – Ratio of customer complaints to compliments	Ratio	Ess	14:1	n/a	n/a	1.6:1
Contact centre – Service availability	%	Eff	>99.75	n/a	n/a	100%
Contact centre – Average wait time	Seconds	Eff	<150	n/a	n/a	143
Output 4.1 State Service Employment and Management						
Industrial agreements due in year negotiated and finalised ⁶	%	Ess	100	90 ⁷	n/a	0 ⁸
Section 29 matters resolved (withdrawn or agreed) ⁹	%	Ess	85	n/a	85	29
Professional Development						
Increased completion by participants in external leadership programs (eg ANZSOG)	%	Ess	>90	n/a	100	100
Tasmanian Training Consortium (TTC) courses evaluated as meeting participant's expectations ¹⁰	%	Ess	>95	n/a	91	97
Increased completion by participants in State Service Leadership and Management program ¹¹	%	Ess	>70	n/a	59	67
TTC annual training program delivered	%	Eff	>80	n/a	74	83
Whole of Service employment demographics matches community demographics by 2020 ¹²	Ratio		Approaching 50/50	37/63 ¹³	39/61 ¹⁴	43/57
Output 5.1 Security and Emergency Management						
Selected policy outputs that meet agreed quality standards – OSEM	%	Ess	85	77 ¹⁵	76	Nm
Key client satisfaction with the delivery of policy services – OSEM	%	Ess	90	87	Nm	Nm

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2016-17	Actual 2017-18	Actual 2018-19
Minister for Environment						
Output 1.2 – Climate Change						
Selected policy outputs that meet agreed quality standards – Climate Change	%	Ess	90	Nm	Nm	Nm
Key client satisfaction with the delivery of policy services – Climate Change	%	Ess	95	95	Nm	Nm
Strategic policy initiatives completed on time	%	Eff	100	95	100	94
Minister for Science and Technology						
Output 3.1 – Information, Technology and Digital Services Strategy and Policy Development						
Selected ICT policy outputs that meet agreed quality standards – DSS	%	Ess	80	Nm	71	Nm
Key client satisfaction with the delivery of policy services – DSS	%	Ess	80	78	Nm	Nm
Output 3.3 – Delivery of IT Services¹⁶						
Service level agreement performance and compliance	%		>90	n/a	n/a	84
DSS supplier performance	%		>90	n/a	n/a	n/a
Financial performance based on Actual vs. Budget	%		Within +/- 4	n/a	n/a	n/a
Customer satisfaction	%		>90	n/a	n/a	n/a
Minister for Local Government						
Output 6.1 – Local Government						
Key client satisfaction with the delivery of policy services – LGD	%	Ess	95	87	Nm	Nm
Effectiveness of complaints resolution – no decisions overturned by external review bodies	Number	Act	nil	n/a	0	0

Explanations Of Significant Variations To Target

- 1 There was a seven-week period of caretaker government due to the Tasmanian State Election in March 2018 where no meetings were held.
- 2 There was a seven-week period of caretaker government due to the Tasmanian State Election in March 2018 where no meetings were held.
- 3 The percentage change of the cost per delivery/collection point is \leq indexation of General Operating Expenses.
- 4 The estimated indexation factor (for General Operating Expenses) is higher than the actual percentage increase from the previous year.
- 5 New performance measures introduced for 2018-19 as a result of the Department's review of performance measures.
- 6 No industrial agreements were due in 2017-18, although two wage agreements remain outstanding from 2015-16.
- 7 This figure was incorrectly reported in 2017-18 as n/a.
- 8 Nineteen industrial agreements were due 2018-19, but none of the wage agreements were finalised.
- 9 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.
- 10 This measure is taken from the TTC Annual Client Survey.
- 11 Twenty nine percent of participants completed the program. Thirty seven percent are still progressing with four percent not completing (withdrawn).
- 12 Ratio of women/men in the Senior Executive Service.
- 13 This figure was incorrectly reported in 2017-18 as n/a.
- 14 This measure was incorrectly reported in 2017-18 as "Approaching 50/50".
- 15 This measure was previously reported incorrectly as not measured.
- 16 New performance measures introduced for 2018-19 as a result of the Department's review of performance measures. The data was unavailable due to the amalgamation of the Office of eGovernment and TMD.