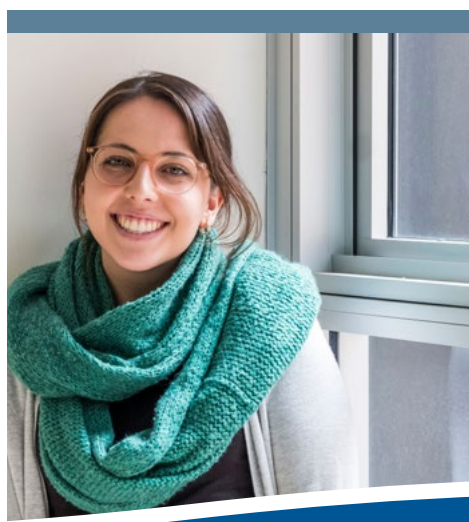




DPAC ANNUAL REPORT 2018–19



ABOUT THIS PUBLICATION

This Annual Report provides information for all stakeholders with an interest in the machinery of Government, policy services, whole-of-government service delivery, local government, information technology, state service management, legislation development, security and emergency management and climate change.

It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2018-19.

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

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Submission to the Premier and Ministers



Hon Will Hodgman MP
Premier



Hon Peter Gutwein MP
Minister for Local Government



Hon Michael Ferguson MP
Minister for Science and Technology



Hon Elise Archer MP
Minister for Environment

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of Premier and Cabinet for the financial year ended 30 June 2019.

Yours sincerely

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

Jenny Gale

Secretary

Department of Premier and Cabinet

2 October 2019

Our Year in Review

- The Department of Premier and Cabinet (DPAC) supported the emergency services' response to the statewide fires in December 2018 and January 2019: 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.
- In partnership with local councils, we hosted four community events in the regions most affected by bushfires: Geeveston, Zeehan, Miena and Westerway, to thank emergency services and others for their efforts. The events were attended by approximately 3,500 people.
- DPAC teams travelled to all 27 councils on mainland Tasmania to discuss and collaborate on emergency management.
- The new paraplane centre for Service Tasmania Devonport opened in September 2018.
- We delivered the Australia Day program for 2018-19.
- The State Service Management Office facilitated the 2018 Tasmanian State Service Employee Survey.
- We worked with Housing Tasmania to advertise and promote the Government's HomeShare initiative.
- The new Culture and Inclusion Consultation Group was created to help build a more diverse workforce within DPAC and an inclusive organisation.
- We supported the recovery of communities affected by the May 2018 Southern Tasmania Extreme Weather Event through a \$9.67 million Community Recovery Fund.
- The Tasmanian Climate Change Office was named as a finalist in the Government category of the Banksia Sustainability Awards.
- The Tasmanian Climate Change Office partnered with Hydro Tasmania to host the inaugural Tasmanian Climate Symposium.
- DPAC received a number of awards at the 2018 IPAA Public Sector Excellence Awards.
- The new Digital Strategy and Services division was formed.



Supported the emergency services' response to the statewide fires: 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.



The 'What Works For Me' campaign was launched to support flexible working arrangements.



- The Bushfire Recovery Taskforce was formed to assist in the recovery of the 2018-19 statewide bushfires.
- We successfully implemented Emergency Assistance Grants through Service Tasmania to assist communities affected by the 2018-19 statewide bushfires.
- We participated in the Tasmanian Climate Change and Health Roundtable.
- Brand Tasmania was established as a statutory authority and recruited its inaugural Chief Executive Officer.
- The new Aboriginal Employment Strategy was launched including two scholarships for Aboriginal State Service employees.
- The 'What Works For Me' campaign was launched to support flexible working arrangements.
- DPAC hosted a total of 13 Diplomatic and Consular visits.
- A review of the *Local Government Act 1993* commenced, with the appointment of a Reference Group and starting consultation.
- We began a review of the *Burial and Cremations Act 2002*, starting consultation on the Draft Burial and Cremation Bill 2019.
- We supported the 2018 Local Government elections through pre-election information sessions for candidates, and post-election education sessions to newly-elected councillors.
- We supported 41 graduates across seven agencies through the whole-of-government TasGRAD Program.
- The Tasmanian Government Cybersecurity Program was established to coordinate the development of cybersecurity capability across Government.
- A new concierge service was piloted at Service Tasmania Glenorchy and Devonport service centres, which allows people to wait 'out of line' in comfortable seating areas.
- The Strategy and Engagement Unit was formed to develop and implement key Government priorities under a Strategic Growth framework.



In partnership with local councils, hosted four community events in the regions most affected by bushfires: Geeveston, Zeehan, Miena and Westerway, to thank emergency services and others for their efforts. The events were attended by approximately 3,500 people.



We organised the Australian of the Year Awards in 2019, recognising four outstanding Tasmanians.



Secretary's report



It was a year of transition for the Department of Premier and Cabinet, but as my first full year as Secretary, I have been both impressed and energised by the passion and determination of our team to improve both outcomes for Tasmanians and the culture of our workforce.

On 1 July 2018, we said farewell to the DPAC division of Communities Sport and Recreation including the Tasmanian Institute of Sport and Silverdome, which are now part of the newly-created Department of Communities Tasmania. DPAC has provided ongoing corporate support to the new Department to assist in a smooth transition, and I continue to wish our colleagues all the best with the essential work they do for all Tasmanians.

Participation and feedback from the Tasmanian State Service (TSS) Employee survey was a feature of the year, with the results of the survey allowing us to better understand DPAC's working culture and what we need to do to make sure people are motivated to do their best work. We had some fantastic feedback from our people, including ways we can improve. We know that continuous improvement is important to our goal of delivering the best possible outcomes for the Government and for Tasmanians.

As each year brings its own unique challenges, emergency management and recovery continue to be priorities for the Agency. During the bushfires across Tasmania in early 2019, DPAC's Office of Security and Emergency Management and TasALERT were in full operation, supporting emergency services, operating the Public Information Unit and the Tasmanian Emergency Information Service during the event, and guiding recovery efforts through the Bushfire Recovery Taskforce in the months since. This significant and ongoing body of work demonstrated the high-level professionalism of our people, and the importance of partnerships across Government, and showed that as both a Department and a Government, we are more prepared than ever to assist Tasmanian communities in times of need.

In March 2019, the Brand Tasmania statutory authority commenced – the first statutory place branding authority established in Australia. This is the culmination of many

months of work from our Policy Division and Office of the Secretary. It signals the start of a new chapter for Tasmania's brand, and will help us build a stronger identity that further builds Tasmania's national and international competitiveness and provides even greater opportunities for Tasmania and Tasmanians.

I extend a warm welcome to Mr Todd Babiak, Brand Tasmania's inaugural CEO, who has moved to Tasmania from Canada. Brand Tasmania's mission is to increase aspiration and to help inspire and encourage Tasmanians and those who want to be Tasmanian to create the extraordinary together. Brand Tasmania's vision is Tasmanian success: economic, social and cultural. I am excited to be part of the Brand Tasmania journey as a member of the Board.

Within the Department, we had a small restructure aimed at improving our services across Government.

The new Digital Strategy and Services (DSS) division is a merge of the former divisions of Office of eGovernment and TMD. DSS has a mission of 'working together to lead the digital transformation of the Tasmanian Government through the delivery of trusted advice, strategies and services'.

Our new Strategy and Engagement Unit (S&E) will be coordinating the development and implementation of key Government priorities, such as a Strategic Growth framework, which will include initiatives across Government to ensure more economic growth in regional communities, identify barriers to employment to help more local Tasmanians get local jobs, and deliver a pipeline of jobs and opportunities into the future.

You will find many more examples of the great work that the people of DPAC have delivered for Tasmanians over the past year in this report. The continued professionalism and dedication of my colleagues to not only fulfil the role of the



Department to the best of its abilities but to make DPAC an even better workplace, is to be commended. I am certainly proud to lead a team with such passion and commitment for what they do.

Additionally, 2018 was the final year of the most recent DPAC Strategic Plan. As a result, a significant body of work has taken place during 2018-19 to create a 2019-2022 Strategic Plan that reflects and resonates with the current Department and is aspirational in guiding us towards better leading the State Service in supporting Government and achieving the best possible outcomes for the Tasmanian community. The three guiding principles that have been identified to best direct the work of the Department are:

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

I am excited about the release of the new Strategic Plan in July 2019 and look forward to continuing our momentum, moving from a year of transition to one with our new strategic vision forming a foundation to provide the best possible services and advice, supported by a workplace that is collaborative, diverse and aspirational for our entire DPAC team.

Jenny Gale

Secretary

Department of Premier and Cabinet

The continued professionalism and dedication of my colleagues to not only fulfil the role of the Department to the best of its abilities but to make DPAC an even better workplace, is to be commended. I am certainly proud to lead a team with such passion and commitment for what they do.



Our Department

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

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

OUR VISION

Leading by example in a respected and valued State Service.

OUR PURPOSE

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

OUR ROLE

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

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

OUR VALUES



Excellence

We strive for excellence at all times.



Customer focus

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



Working together

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



Being professional

We act with integrity and are accountable and transparent.

OUR STRATEGIC PRIORITIES

During 2018-19, we worked on the following priorities for the Government and the Tasmanian community:

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.

OUR ORGANISATIONAL PRIORITIES

We recognise that to achieve our vision, effectively undertake our role, and deliver our work priorities, we require systems, processes and employee engagement that are organisationally efficient and effective, and that meet the needs of both internal and external stakeholders.

1. Building stronger relationships

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

2. Valuing our people

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

3. Focusing on results

Organise DPAC around the results to be delivered.

4. Integrating policy and services

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

5. Simplifying systems and processes

Simplify our systems and processes, and improve services.

GOVERNANCE

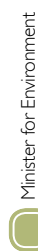
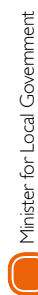
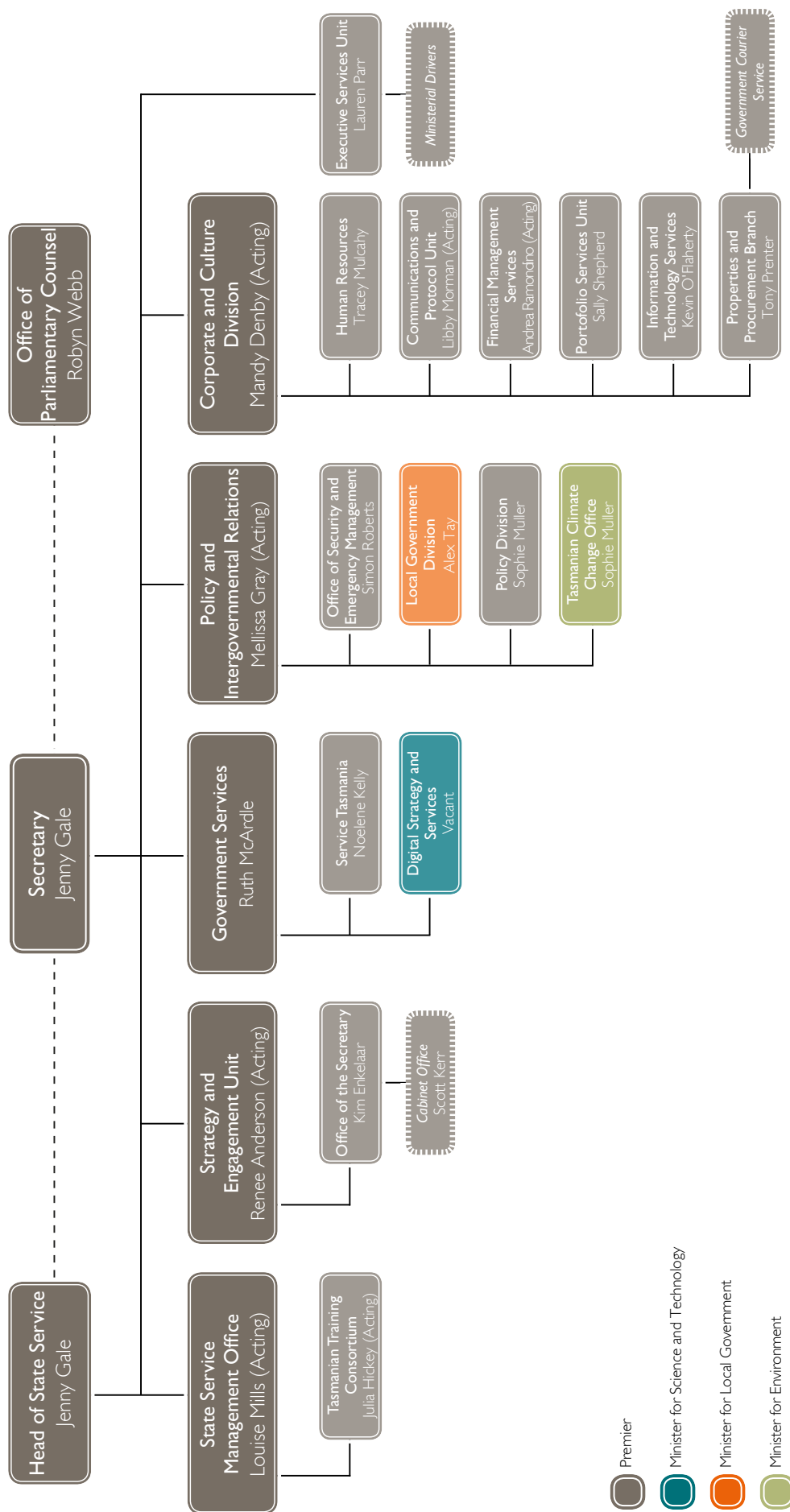
The Department is led by the Agency Executive Committee which provides advice to the Secretary. Its focus is on strategic matters and monitoring financial and organisational performance, risk and compliance standards. The Secretary chairs the Committee which meets weekly.

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

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

The relationship between the Ministers, Outputs and Divisions is shown in the organisational chart on page 8 and in the Output Structure table on page 9.

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



MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

As at 30 June 2019 the Ministerial and Output Group Structure was as follows:

Output group / Output	Responsible Minister	Responsible Department Division/Unit
1. Support for executive decision-making		
1.1 Strategic policy and advice	Will Hodgman MP Premier	Policy Division
1.2 Climate Change	Elise Archer MP Minister for Environment	Tasmanian Climate Change Office
2. Government processes and services		
2.1 Management of Executive Government processes	Will Hodgman MP Premier	Office of the Secretary
2.2 Principal and subordinate legislation	Will Hodgman MP Premier	Office of Parliamentary Counsel
2.3 Tasmanian Government courier	Will Hodgman MP Premier	Corporate and Culture Division
2.4 Corporate support to Ministerial and Parliamentary offices and Office of the Governor	Will Hodgman MP Premier	Corporate and Culture Division
3. Electronic services for Government agencies and the community		
3.1 Information, technology and digital services strategy and policy development	Michael Ferguson MP Minister for Science and Technology	Digital Strategy and Services
3.2 Management and ongoing development of Service Tasmania	Will Hodgman MP Premier	Service Tasmania
3.3 Delivery of IT Services	Michael Ferguson MP Minister for Science and Technology	Digital Strategy and Services
4. State Service management		
4.1 State Service employment and management	Will Hodgman MP Premier	State Service Management Office
5. Security and emergency management		
5.1 Security and emergency management	Will Hodgman MP Premier	Office of Security and Emergency Management
6. Local government		
6.1 Local government	Peter Gutwein MP Minister for Local Government	Local Government Division

The Department also supports the Parliamentary Secretary to the Premier, the Hon Mark Shelton MP.



Our Divisions

CORPORATE AND CULTURE DIVISION

Communications and Protocol Unit

About Us

The Communications and Protocol Unit provides specialist communications and protocol advice and services to a broad range of stakeholders, both internal to DPAC and across the Tasmanian Government, as well as the Tasmanian community, the diplomatic and consular corps, Australian Government and other national jurisdictions. We also manage the strategic programs in support of the priorities of the Department and Government.

Financial Management Services

About Us

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

These services include providing financial support services and reporting to the Department's Executive, monitoring and reporting on the Department's financial position, preparing financial statements; developing and implementing financial policy; coordinating the Department's budget; maintaining and developing the Department's financial management information system; financial analysis of revenue and

expenditure streams of the Department; and managing the Department's debtor and creditor processes.

Human Resources

About Us

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

Human Resources partners with managers to recruit and retain highly-qualified diverse staff; facilitate positive employee relations; develop and enhance employee skills, performance and job satisfaction. The Human Resources team creates and implements programs and policies in collaboration with the State Service Management Office to increase organisational effectiveness.

Information and Technology Services

About Us

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

Portfolio Services Unit

About Us

The Portfolio Services Unit:

- manages and coordinates major Parliamentary processes for the Department;
- facilitates the effective flow of information and material to and from the Secretary and Deputy Secretaries; and
- provides support to the Department's divisions and units with the preparation of material for the Secretary, Deputy Secretaries, the Premier and other Ministers supported by the Department.

Properties and Procurement Branch

About Us

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

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

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

It provides high-level procurement, contracting and grants management advisory services; coordinates the efficient supply of goods and services to business units and divisions; coordinates security procedures for the Department; and manages the Courier Service.

The Properties and Procurement Branch also manages the Department's insurable interests through the Tasmanian Risk Management Fund.

DIGITAL STRATEGY AND SERVICES

About Us

Digital Strategy and Services (DSS) advises and supports the Tasmanian Government and its agencies to achieve priority objectives and core business outcomes through the provision of fit-for-purpose digital policy and technology solutions.

DSS works with client agencies to identify common needs and synergies, aggregate demand, consolidate capability, and recommend and provision digital and technology solutions.



EXECUTIVE SERVICES UNIT

About Us

The Executive Services Unit (ESU) provides specialist advice and services to a broad range of stakeholders both internal to the Agency and across Government. ESU reports directly to the Secretary, DPAC and is responsible for:

- providing executive support to the Secretary, DPAC;
- coordinating ministerial requests;
- coordinating the Premier's correspondence, which is handled by our Departmental Liaison Officers in the Premier's Office; and
- the Ministerial Transport Service, which is the team of drivers who provide a statewide professional transport service to the Premier, Cabinet members and other approved clients.



LOCAL GOVERNMENT DIVISION

About Us

The Local Government Division contributes to an efficient, effective and sustainable local government sector; and strategic outcomes between councils and the Tasmanian Government. The Division works to facilitate a well governed, responsive and sustainable local government sector; which acts in the best interests of Tasmanian ratepayers and residents.

The Local Government Division works with stakeholders to:

- provide expert policy advice on local government matters;
- administer and ensure the sector's compliance with relevant legislative and regulatory provisions;
- enhance local government performance through supporting good governance practices and ensuring transparent performance monitoring;
- deliver education and training;
- support the Local Government Board and Boards of Inquiry; and
- ensure regular contact between the Tasmanian Government and local government so that the sector's views inform key regulatory and policy decisions, including through supporting and Premier's Local Government Council (PLGC).

OFFICE OF PARLIAMENTARY COUNSEL

About Us

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

OFFICE OF THE SECRETARY

About Us

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

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

OFFICE OF SECURITY AND EMERGENCY MANAGEMENT

About Us

The Office of Security and Emergency Management provides policy advice on security and emergency management from a whole-of-government perspective. It works closely with emergency services, government agencies, local government, non-government organisations and the community to develop and implement strategies for emergency prevention, preparedness, response and recovery.

The Office contributes to national policy development through participation in intergovernmental forums and assists with the implementation of Council of Australian Governments reforms in the areas of natural disasters and counter terrorism.

POLICY DIVISION

About Us

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

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

SERVICE TASMANIA

About Us

The role of Service Tasmania is to make it easier for Tasmanian communities to transact everyday business with Government over the counter, by phone or online.

Service Tasmania works closely with Tasmanian Government agencies to deliver multiple Government services and information to people in all areas of the state. The Service Tasmania network also provides a range of services and information on behalf of some federal and local government organisations.

STATE SERVICE MANAGEMENT OFFICE

About Us

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

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

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



STRATEGY AND ENGAGEMENT UNIT

About Us

The Strategy and Engagement Unit develops and implements 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.

TASMANIAN CLIMATE CHANGE OFFICE

About Us

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

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

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



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.

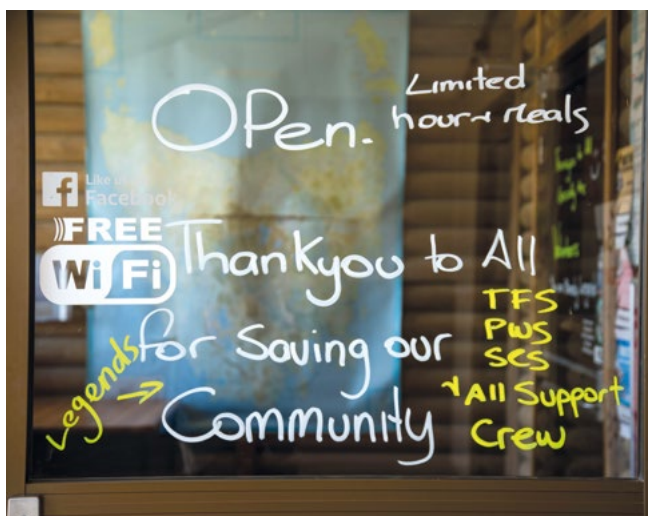


A recovery page on the TasALERT website was established along with new TasRECOVERY social media channels. These contained information about community events, financial assistance and grants, recovery resources, business information as well as opportunities for donations and volunteering.

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.

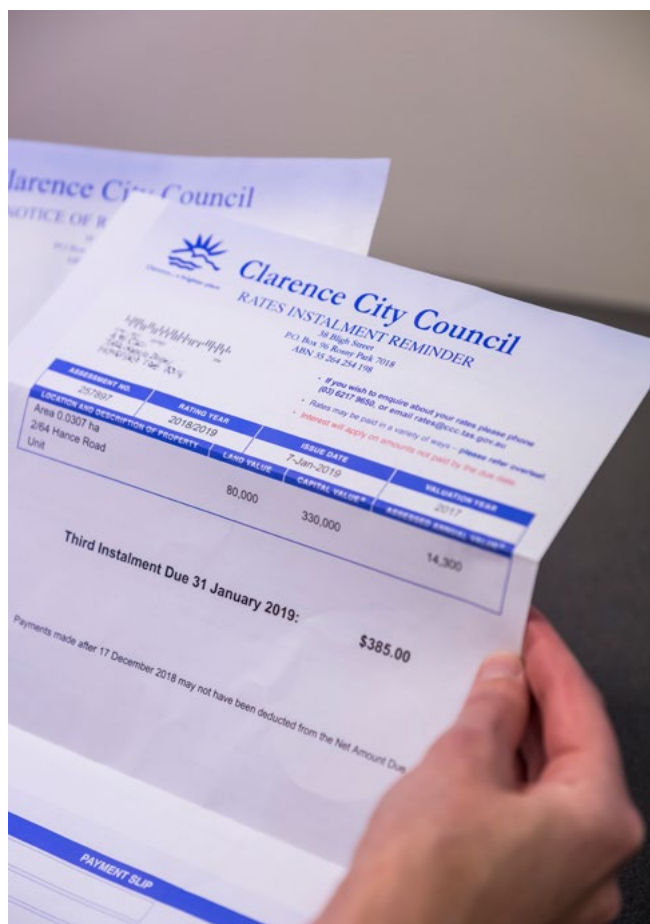


SUPPORT FOR 2018 COUNCIL ELECTIONS

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.

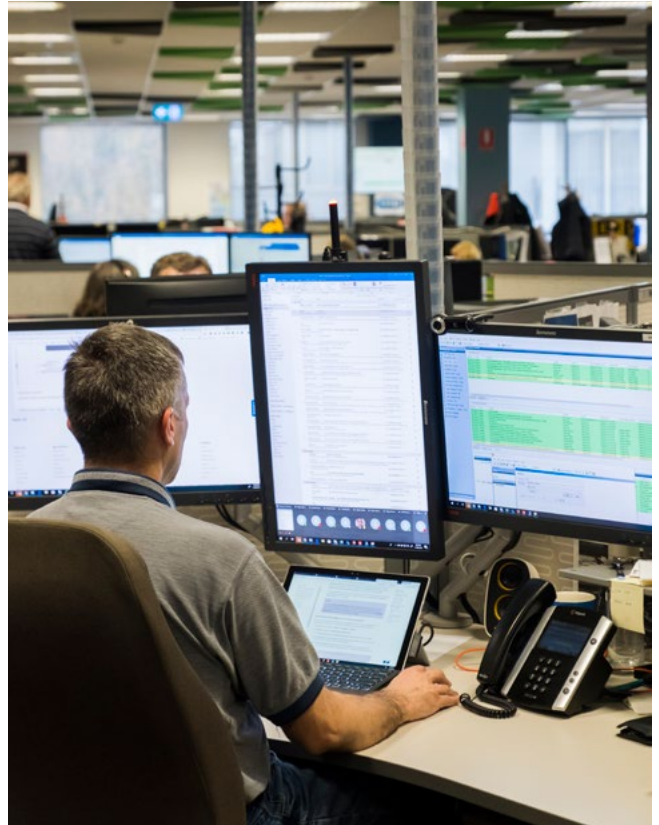
LEGACY TELEPHONY

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.

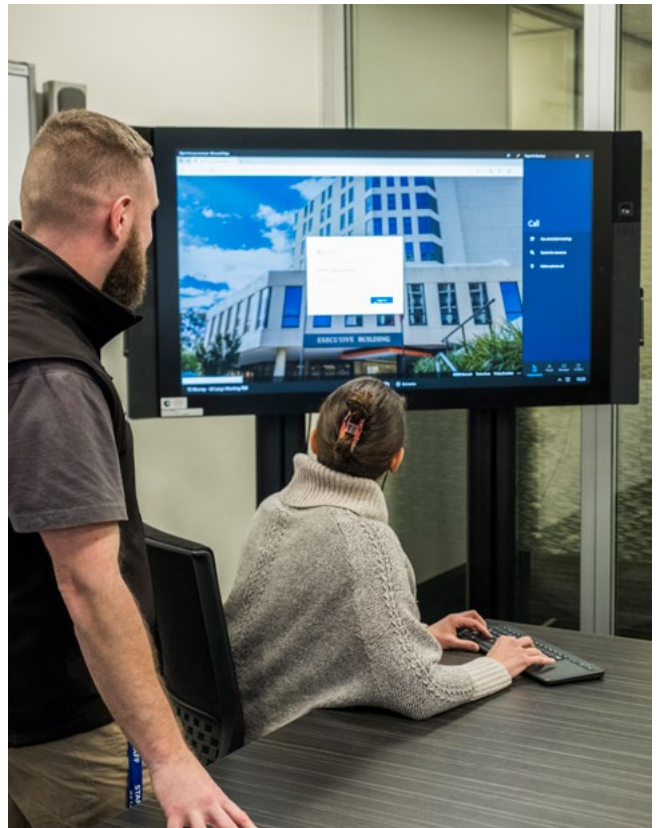
GovHack is an annual, national competition in which participants use the open data of government to create new and improved ways for people to access, share and reuse government information.

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.

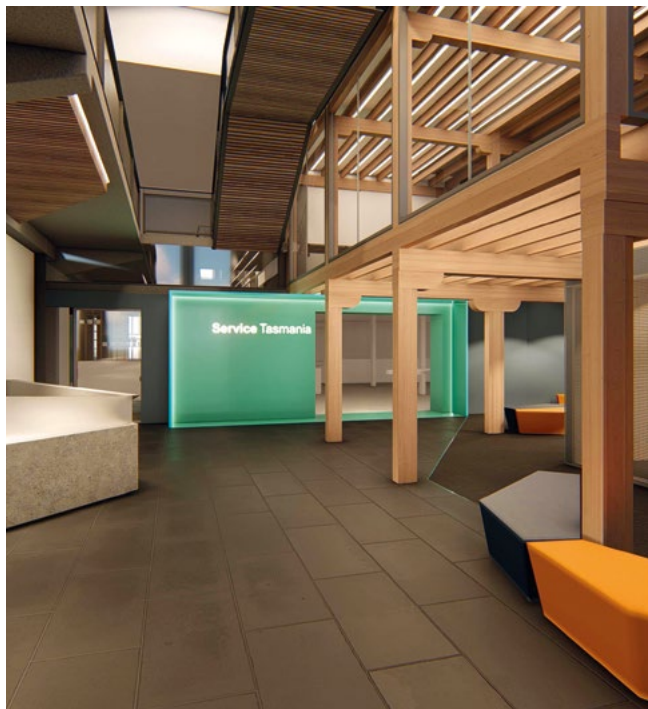
Introduced to the Devonport Service Centre in September 2018 and to the Glenorchy Service Centre in 2017, but further refined in June 2019, the concierge model is working well, streamlining service and generating positive feedback from both customers and staff.

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.

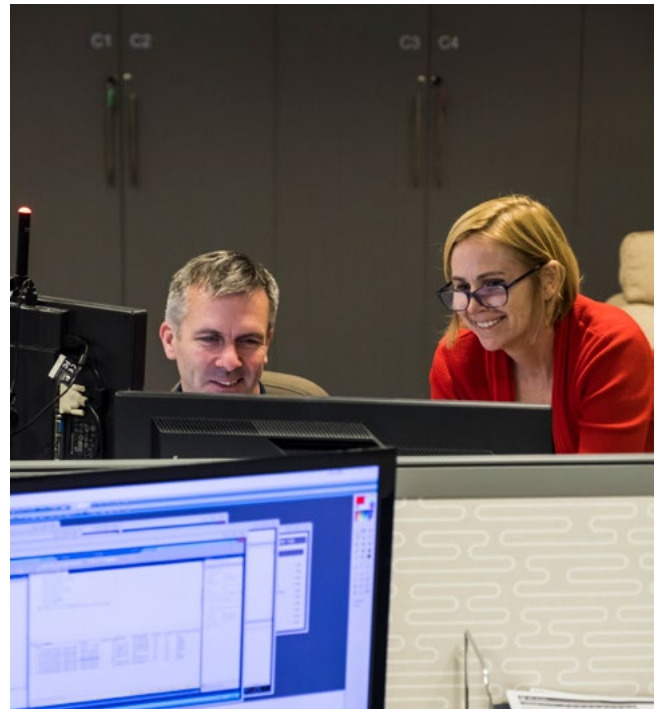
MACHINERY OF GOVERNMENT

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.

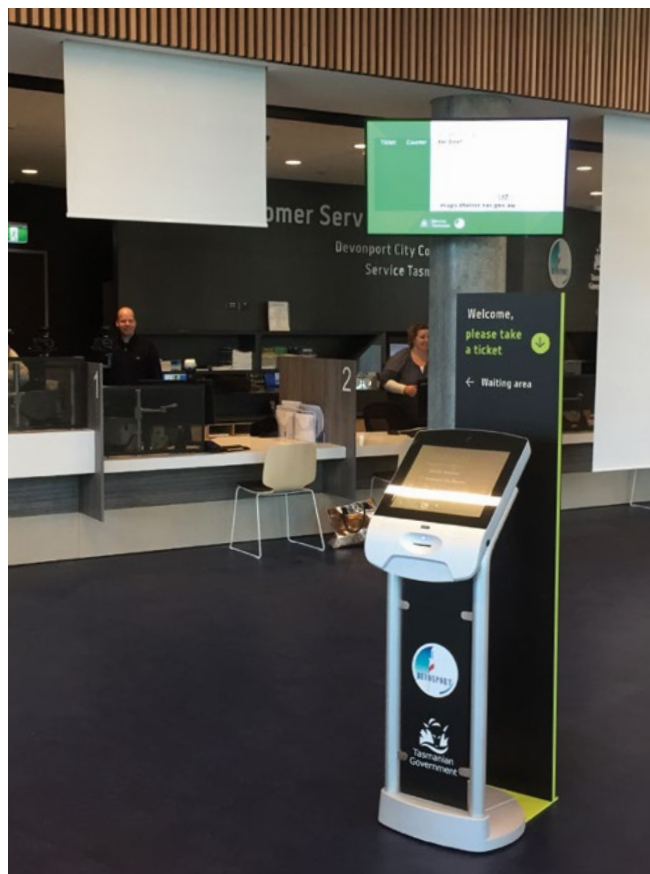
It also involved an engaging panel discussion that focused on how climate change research was being integrated into strategic and operational decision making by winemakers Apogee Tasmania, the Tasmania Fire Service and Hydro Tasmania, and the importance of collaboration between researchers, government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

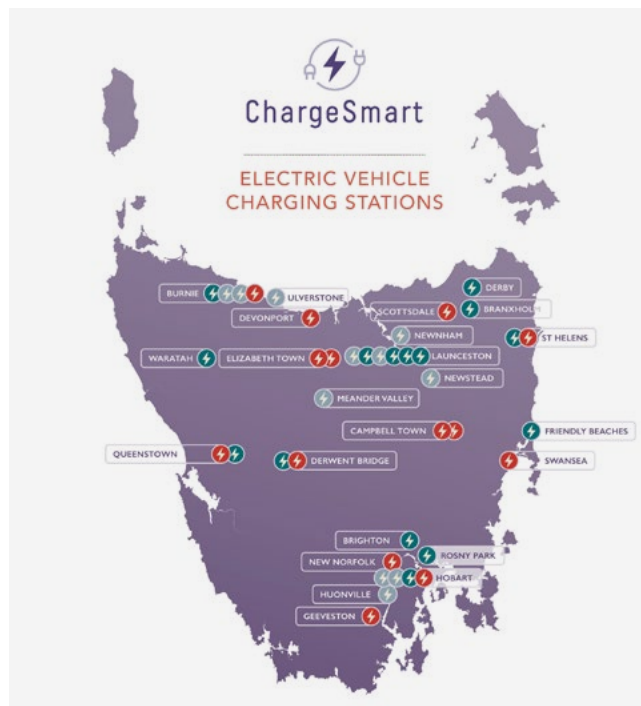
The Business Resource Efficiency Program is a key action of *Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021*. The Program is assisting small and medium-sized Tasmanian businesses to reduce waste and operating costs, and drive productivity gains.

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:

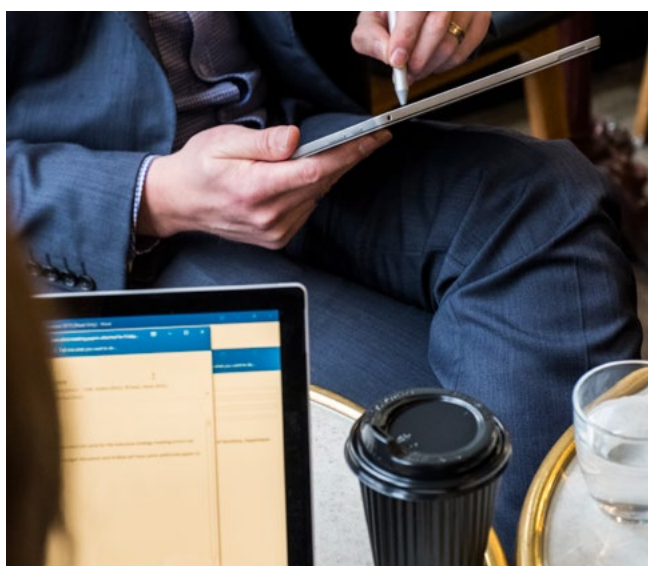
Integrating policy and services

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.



Our People and Policies

DPAC is a place where employees feel included, valued and respected; have mutual respect for one another; and have access to opportunities that support full participation and flexibility at work.

We embrace our differences and strive for a workplace that better reflects the diverse community in which we live. We lead a culture that inspires people to be professional, strive for excellence, work together and be customer focussed.

We remain committed to the management of our people by:

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

STRATEGIC INITIATIVES

Employee Survey

Our focus for 2018-19 was analysing and responding to the results of the Tasmanian State Service Employee Survey (the Employee Survey).

The Employee Survey is run by DPAC's State Service Management Office and seeks State Service employees' views on important workplace issues.

DPAC had a very strong response rate to the Employee Survey, with 78 per cent of employees taking the time to have their say.

The most positive results included that:

- 90 per cent of respondents said that "my Agency provides a safe work environment";
- 75 per cent of our employees agreed that their workgroup encourages and supports a good work/life balance; and 84 per cent felt DPAC supports people with caring responsibilities;
- 88 per cent of people agreed that there are policies in our workplace designed to support employees affected by family violence; and
- 85 per cent responded that their manager encourages behaviours that are consistent with the Agency's values.

These results indicate that the work being done promoting the Department's flexible work arrangements through the 'What Works For Me' flexible working campaign is having a positive effect and that the extensive White Ribbon accreditation work is also having an impact.

The following areas of DPAC's results show where some work is needed:

- of the 52 per cent of employees who noted their workgroup had experienced significant change in the past year, only 35 per cent of respondents felt significant change is managed well in DPAC;
- only 57 per cent of people felt satisfied with the learning and development opportunities in the Department; and
- only 58 per cent felt that senior managers provide clear strategy and direction.

The survey results and subsequent staff feedback identified four key areas for improvement:

1. Strategy and direction and visible leadership
2. Values and behaviours
3. Learning and development
4. Change management and engagement.

Strategic Plan

The DPAC Strategic Plan 2019-2022, which is to be released on 1 July 2019, will articulate the strategic direction of the Agency – our vision, purpose and our priorities for developing DPAC. The DPAC Executive will take the lead in communicating our



strategy and direction. The Strategic Plan will capture initiatives informed by the Employee Survey results.

While ilearn, DPAC's online Learning Management System, continues to offer a diverse range of face-to-face learning opportunities, and offers more than 6,000 online eLearning courses to our staff, it is proposed that the Performance Management and Development (PMD) review and refresh project will be key to addressing opportunities for improvement in learning and development identified through the Employee Survey.

In addition, key policies and procedures to support our strategic work, including flexible work, workplace adjustments, workforce diversity and inclusion, occupational violence and aggression, and attendance management, continued during this period.

Strategic projects focusing on performance management and development, recruitment, flexible workplaces, and the development of a capability framework also continued during 2018-19.

Staff consultation

During 2018-19 the Department consolidated a number of diversity and inclusion working groups into one group, named the Culture and Inclusion Consultation Group (CICG). This group has members from most divisions and helps shape culture and inclusion initiatives in DPAC. CICG does this by:

- seeking and providing input into DPAC's policy response action and work plans on behalf of their portfolio areas;
- acting as a conduit for feedback from their portfolio areas about DPAC's policy response action and work plans; and
- promoting and supporting culture and inclusion actions in DPAC.

STAFFING INFORMATION

As at 30 June 2019, DPAC had 474 employees (396.8 paid Full-time Equivalent (FTE)) and 160 appointees (148.0 Paid FTEs) in Ministerial and Parliamentary Support. This included Tasmanian State Servants (TSS), non-Tasmanian State Servants (non-TSS) and casual employees, and excludes employees on unpaid leave. The figures are presented below in two groups: DPAC; and Ministerial and Parliamentary Support (MPS).

Paid Headcount and Paid FTE – DPAC Employees at 30 June 2019

Table 1.1 – Headcount and FTE by Division 30 June 2019

Divisions	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
Corporate and Culture (CCD)*	55	37	92	46.2	35.0	81.2
Digital Strategy and Services (DSS)	29	44	73	27.1	42.5	69.6
Local Government Division (LGD)	10	6	16	9.2	6.0	15.2
Office of Parliamentary Counsel (OPC)	9	2	11	8.2	1.5	9.7
Office of Security and Emergency Management (OSEM)	5	4	9	3.9	4.0	7.9
Office of the Secretary (OTS)	17	2	19	15.2	2.0	17.2
Policy Division	15	6	21	13.2	5.8	19.0
Service Tasmania (ST)	159	32	191	109.4	29.1	138.5
State Recovery Unit (SRU)	0	1	1	0.0	1.0	1.0
State Service Management Office (SSMO)	22	5	27	20.7	4.1	24.8
Strategy and Engagement (S&E)	2	2	4	2.0	1.2	3.2
Tasmanian Climate Change Office (TCCO)	7	3	10	6.6	2.9	9.5
Total	330	144	474	261.7	135.1	396.8

* The data includes two casuals to fulfil the duties of Government Courier. Data for the Corporate and Culture Division also include 8 Government Couriers (6.2 FTEs).

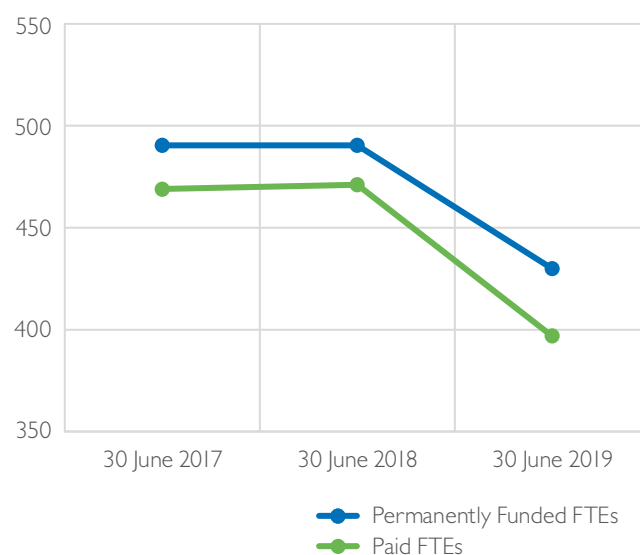
FTE Change

Total FTEs in DPAC decreased from 471.1 at 30 June 2018 to 396.8 at 30 June 2019.

This is mostly due to the creation of the Department of Communities Tasmania on 1 July 2018, effectively transferring 94 employees (77.1 FTEs) from Communities, Sport and Recreation (CSR) and the Silverdome out of the Agency.

DPAC's Paid Headcount after the departure of CSR and the Silverdome has increased by 16 since 30 June 2018, but only increased by 2.8 FTEs. This change is due to staff working more flexibly. The paid FTE remains below the funded establishment of 429.9 positions.

Chart 1.1 – Paid FTE and Permanently Funded FTE 30 June 2019



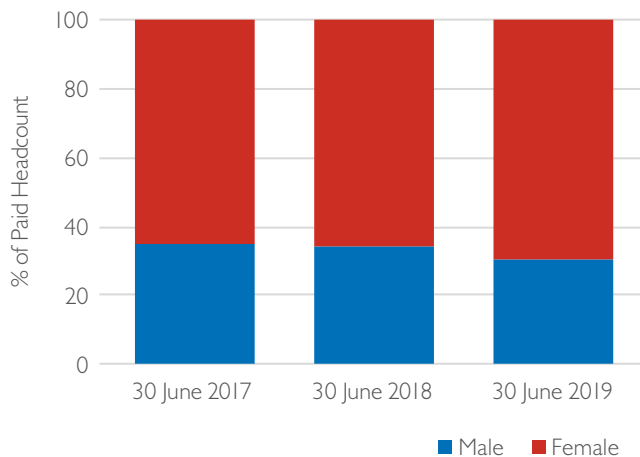
EMPLOYEE STATISTICS – DPAC

Gender, Working Arrangements, Employment Type, Age and Salary Range

Gender

The majority of DPAC employees as at 30 June 2019 were female (70 per cent), with the ratio of males to females remaining relatively consistent over the past three years.

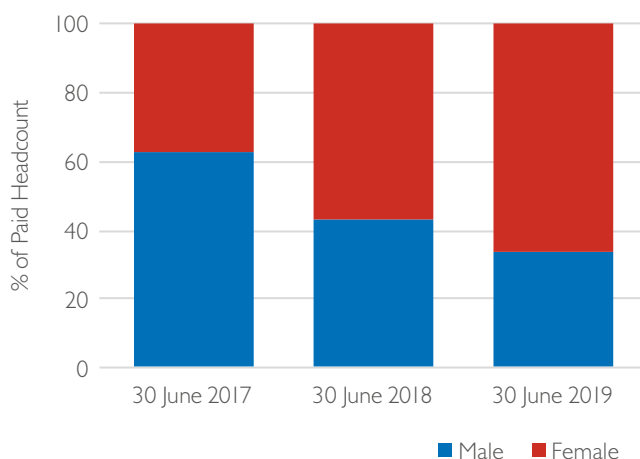
Chart 1.2 – Gender by Paid Headcount 30 June 2019



Gender by Senior Executive Service

The State Service is committed to achieving 50/50 gender diversity in the Senior Executive Service, achieving at least 40 per cent representation of females by 2020. As at 30 June 2019, the gender profile of the Senior Executive Service in DPAC was 33 per cent male and 67 per cent female.

Chart 1.3 – Gender by Senior Executive Service by Paid Headcount 30 June 2019



Gender by Working Arrangements

Part-time employment is slowly increasing, with just under a third (31 per cent) of the DPAC workforce employed on a part-time basis. The majority (90 per cent) of these employees were female.

Chart 1.4 – Gender by Working Arrangements, by Paid Headcount – Female 30 June 2019

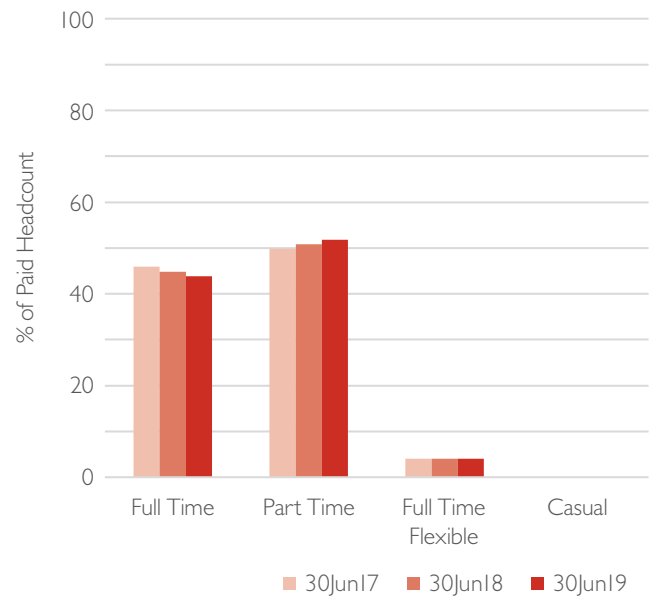
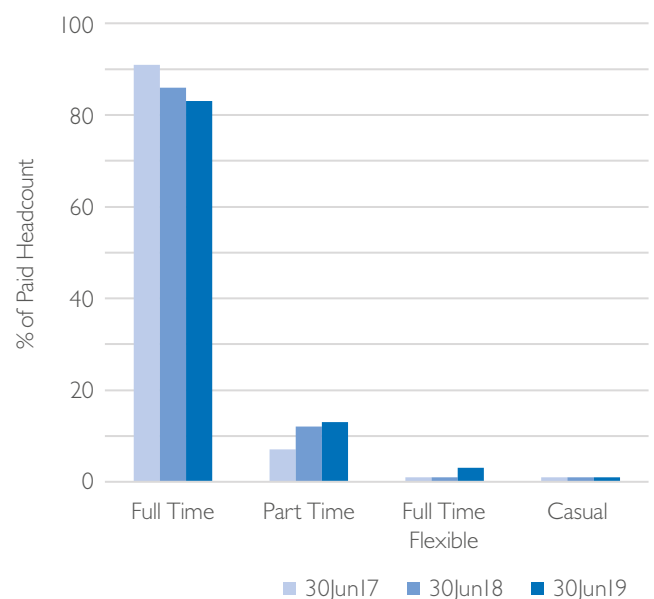


Chart 1.5 – Gender by Working Arrangements, by Paid Headcount – Male 30 June 2019



Gender by Employment Type

The majority (81 per cent) of DPAC employees at 30 June 2019 were permanent. This has remained consistent over the past three years. However, the percentage of females in fixed-term and casual roles has increased, whereas the percentage of males in fixed-term and casual roles has decreased.

Chart 1.6 – Gender by Employment Type by Paid Headcount – Female 30 June 2019

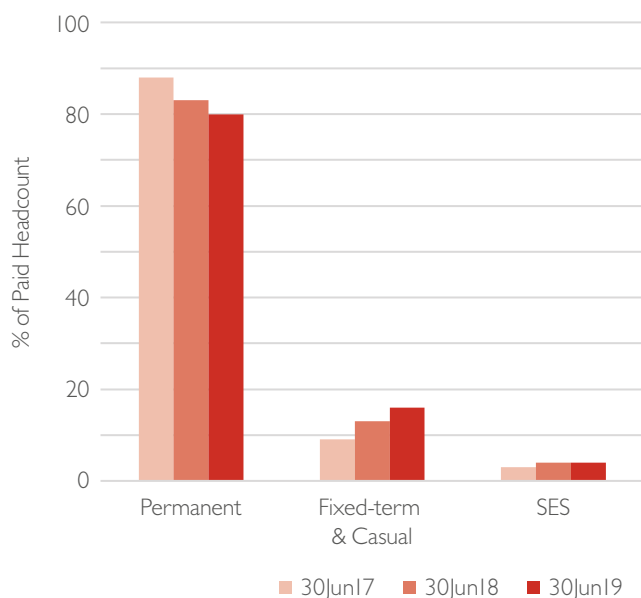
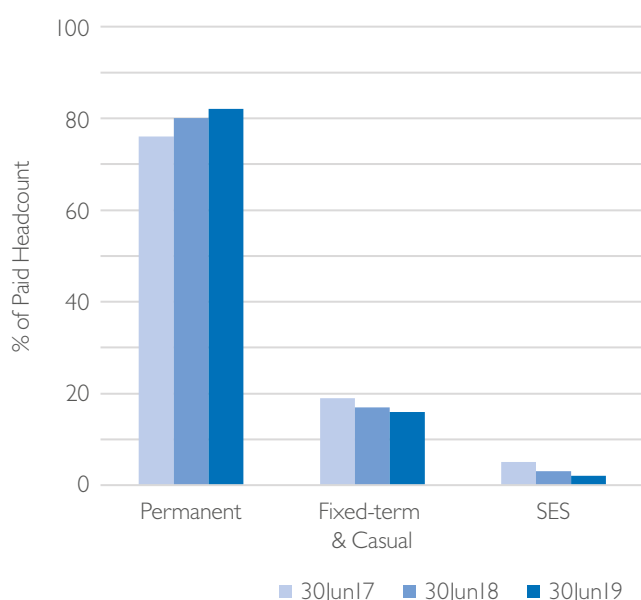


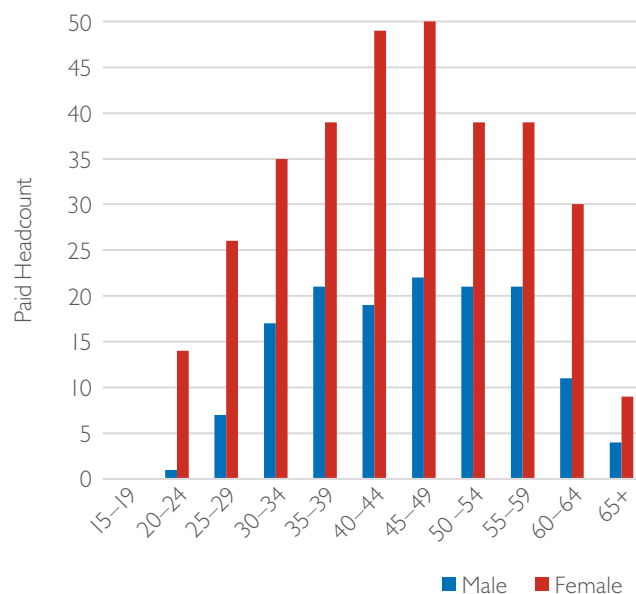
Chart 1.7 – Gender by Employment Type by Paid Headcount – Male 30 June 2019



Gender by Age

The age profile of males is much flatter than that of females, with a relatively even proportion of staff aged between 30 and 60 years old.

Chart 1.8 – Gender by ABS Age Group 30 June 2019

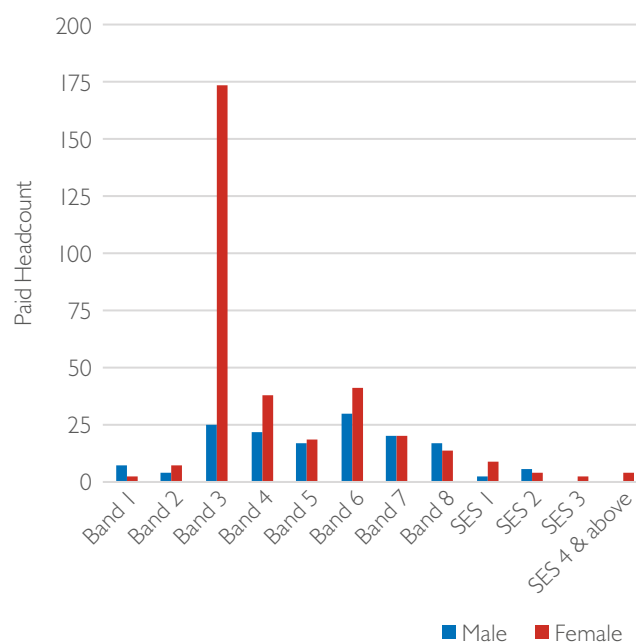


Gender by Salary Classification

The majority of employees within the Department are classified at Band 3 (37 per cent), with females occupying most of these Band 3 roles (88 per cent).

The average full-time salary for females was \$82,326, compared to \$91,506 for males at 30 June 2019. This is mainly due to the large number of employees undertaking Band 3 customer service roles within Service Tasmania, which accounts for 80 per cent of all Band 3 positions.

Chart 1.9 – Gender by Salary Classification by Paid Headcount 30 June 2019





DPAC Staff Movements

Table 1.2 – DPAC Staff Movements 2018-19

Staff Movements	Male	Female	Total
Appointments			
Permanent	2	11	13
Fixed-term	18	46	64
SES	1	0	1
Total Appointments	21	57	78
Status Changes			
Promotions without advertising	0	0	0
Number of conversions from Fixed-term to Permanent	0	0	0
Total Status Changes	0	0	0
Transfers/Secondments			
Fixed-term transfers to DPAC as at 30 June 2019	7	16	23
Fixed-term transfers/secondment out of DPAC as at 30 June 2019	11	13	24
Total Transfers/Secondments	18	29	47
Terminations			
Resignations, retirements and contract expiries	21	21	42
Transfers to other agencies	6	16	22
Targeted Negotiated Voluntary Redundancies (TNVRs) (or equivalent)	1	0	1
Workforce Renewal Incentive Payments (WRIPs)	0	0	0
SES Resignations, retirements and contract expiries	4	0	4
Total Terminations	32	37	69

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

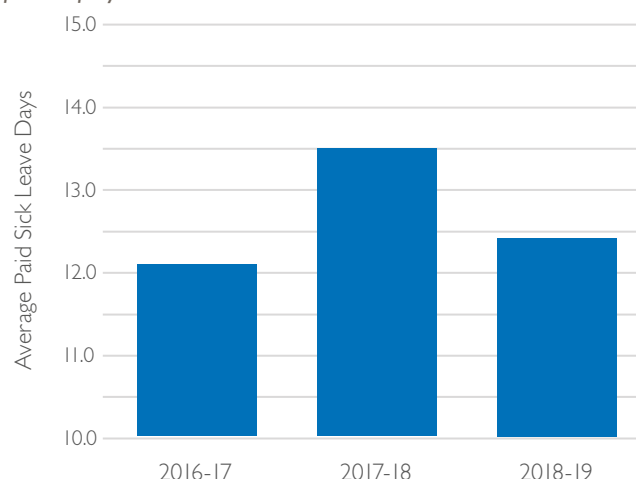
DPAC paid one TNVR and no WRIPs during 2018-19.

DPAC Leave Management

DPAC Average Personal Leave (including Sick and Carers Leave)

The average amount of sick leave days taken per employee decreased slightly from 13.5 days in 2017-18 to 12.4 days in 2018-19.

Chart 1.10 – Average Paid Sick Leave Days per Employee 2018-19



DPAC Leave Liability

Table 1.3 – Average and Excess Recreation Leave and Long Service Leave 30 June 2019

Recreation and Long Service Leave (LSL)	30 Jun 17	30 Jun 18	30 Jun 19
Average number of days recreation leave per employee	15.1	15.6	15.6
Number of employees with >40 days recreation leave	17	22	21
Average number of days LSL per employee (with a minimum of 10 years' service)	48.4	48.3	49.3
Number of employees with >100 days LSL	0	0	0



EMPLOYEE STATISTICS – MINISTERIAL AND PARLIAMENTARY SUPPORT (MPS)

MPS Headcount and FTE

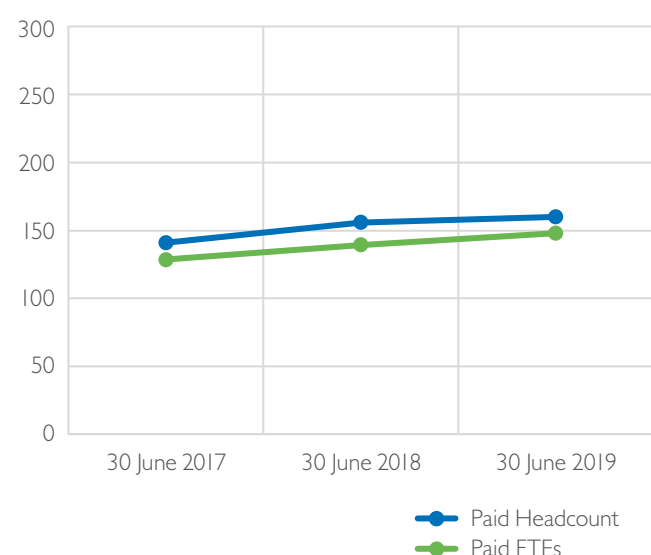
As at 30 June 2019, MPS had 160 appointees (148.0 Paid FTEs). This includes Crown Prerogative appointees, employees seconded from the Tasmanian State Service and Ministerial Drivers and excludes employees on unpaid leave.

Table 1.4 – Paid Headcount and Paid FTE by Group 30 June 2019

Offices	Headcount			FTEs		
	Female	Male	Total	Female	Male	Total
Government Ministerial and Electorate Offices ¹	67	63	130	63.7	59.8	123.5
Labor Opposition Office and Electorate Offices	18	8	26	13.9	7.1	21
Tasmanian Greens Electorate Offices	2	2	4	1.5	2	3.5
Total	87	73	160	79.1	68.9	148

¹ Data includes Speaker of the House of Assembly, Leader of the Government in the Legislative Council and Ministerial Drivers.

Chart 1.11 – Paid Headcount and Paid FTE 30 June 2019

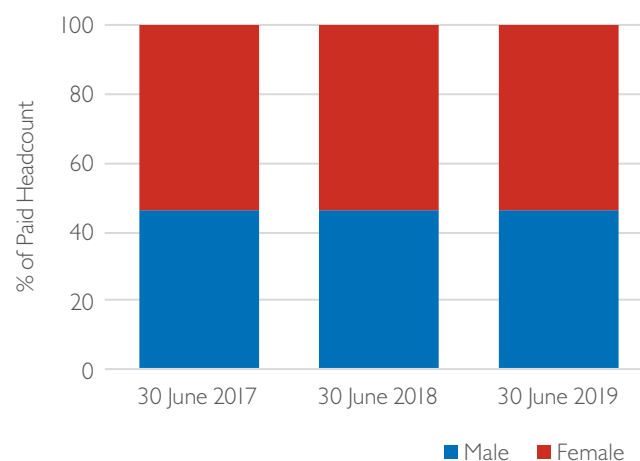


MPS Gender, Working Arrangements, Age and Salary Range

MPS Gender

The gender profile has remained consistent within MPS, with more females (54 per cent) than males (46 per cent) over the past three years.

Chart 1.12 – Gender by Paid Headcount 30 June 2019



MPS Gender by Working Arrangements

Part-time employment only represents 18 per cent of the total MPS workforce and has decreased since last year.

Chart 1.13 – Gender by Working Arrangements by Paid Headcount – Female 30 June 2019

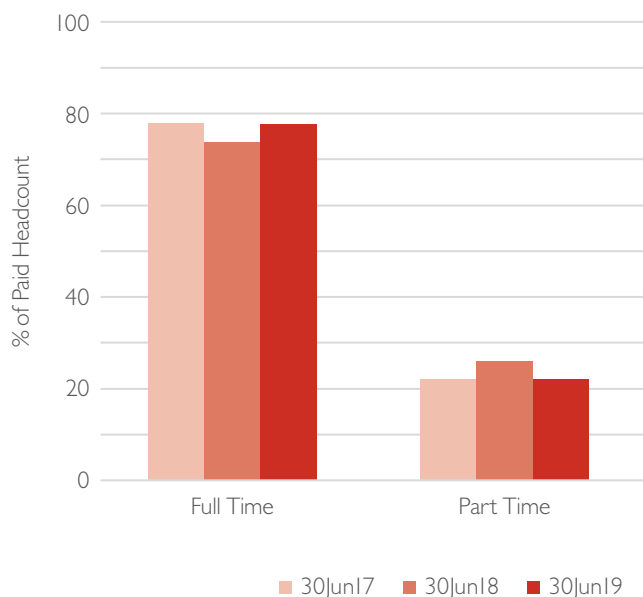
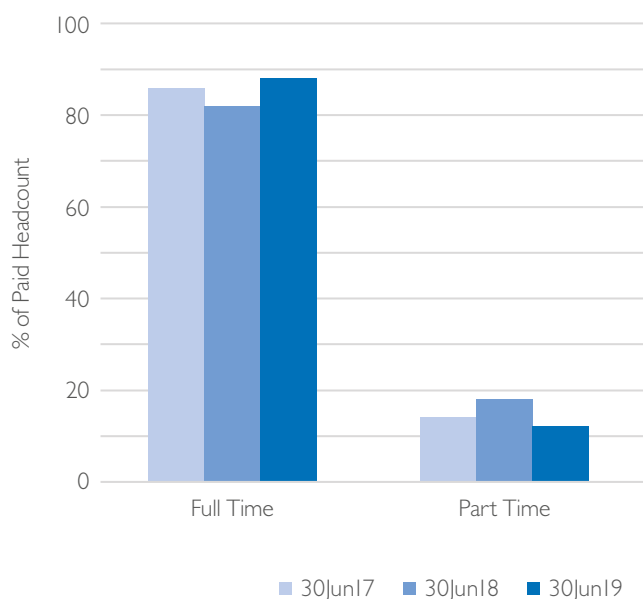


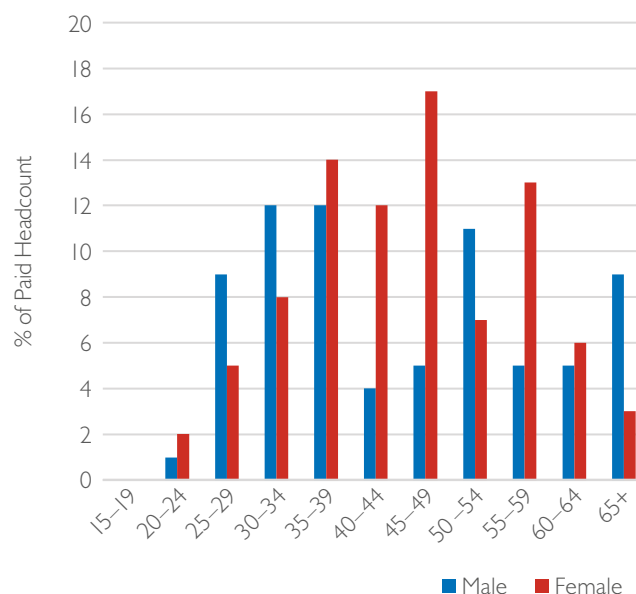
Chart 1.14 – Gender by Working Arrangements by Paid Headcount – Male 30 June 2019



MPS Gender by Age

The majority of male employees are aged between either 25-39 years, 50-54 years or 65+ years. In comparison, the majority of females are aged between either 35-49 years or 55-59 years.

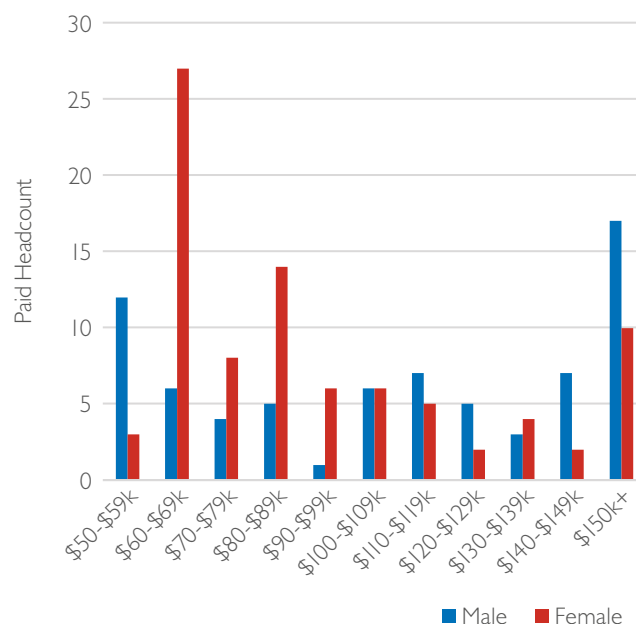
Chart 1.15 – Gender by ABS Age Group by Paid Headcount 30 June 2019



MPS Gender by Salary Range

The average salary for males is \$118,765 and the average salary for females is \$97,020. Salary excludes Ministerial Driver allowances and any/or other allowances.

Chart 1.16 – Gender by Salary Range by Paid Headcount 30 June 2019



Note: The chart displays MPS salaries by salary grouping as MPS bands are not equivalent to Tasmanian State Service (TSS) bands.

MPS Staff Movements

The number of appointments and terminations in 2018-19 have fallen to their lowest levels in four years.

Table 1.5 Staff Movements 2018-19

Staff Movements	Male	Female	Total
Number of employees seconded to MPS	18	12	30
Appointments			
Number of new crown prerogative appointments	8	14	22
Number of new secondments	5	3	8
Total Appointments	13	17	30
Terminations¹			
Number of resignations, retirements and contract expiries	8	8	16
Number of transfers to State Service agencies	2	5	7
Number of terminations	1	1	2
Total Terminations	11	14	25

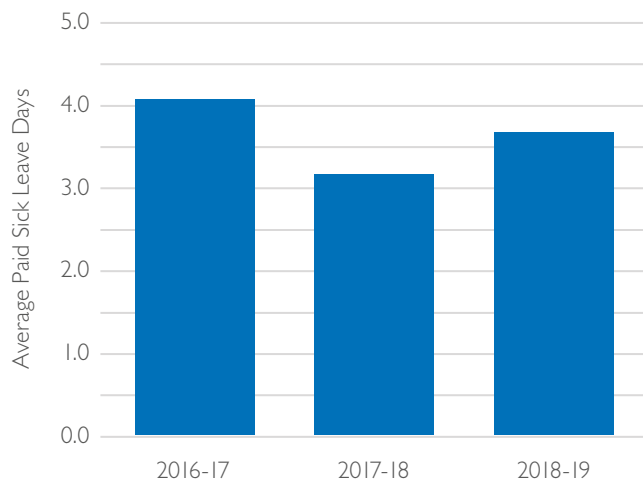
¹ Termination data excludes employees who have recommencement employment.

MPS Leave Management

MPS Average Sick Leave

The average amount of sick leave taken has increased slightly from 3.2 days during 2017-18 to 3.7 days in 2018-19.

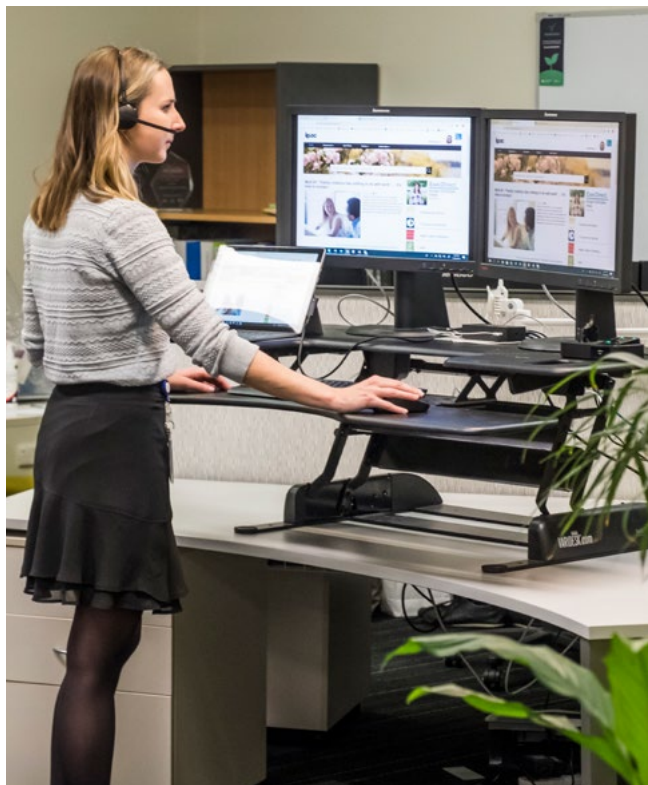
Chart 1.17 – Average Paid Sick Leave 2018-19



MPS Leave Liability

Table 1.6 Average and Excess Recreation Leave and Long Service Leave 30 June 2019

Recreation and Long Service Leave (LSL)	30 Jun 17	30 Jun 18	30 Jun 19
Average number of days recreation leave per employee	20.2	15.6	19.0
Number of employees with > 40 days recreation leave	15	11	12
Average number of days LSL per employee (with a minimum of 10 years' service)	54.2	52.7	61.2
Number of employees with >100 days LSL	0	0	0



HUMAN RESOURCES ACTIVITIES

Performance Management

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

Workplace Diversity

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

Accessibility Action Plan

DPAC remains committed to ensuring that our services, facilities, information and employment are inclusive and accessible. In 2018-19, DPAC developed and commenced implementation of the new Accessibility Action Plan 2018-21, following the release of Tasmania's third Disability Framework for Action, *Accessible Island*.

Accessibility Action Plan 2018-21 – Key achievements

Following are the key achievements from our work on the plan in 2018-19:

- continuing to consult with people with disability on the design and implementation of Tasmanian Government services, policy and legislation, and provide a feedback mechanism;
- working in collaboration across government during the transition to the NDIS: current cross-agency work priorities are the review of transport arrangements and development of nationally consistent NDIS worker screening;
- taking account of access requirements in the internal layout of Service Tasmania service centres through relocation to new sites in Devonport and Launceston and an upgrade of the Hobart premises;
- continuing to use and monitor the Emergency Management Framework for Vulnerable People to assist in the development and maintenance of emergency management arrangements that:
 - consider and prioritise the essential needs of vulnerable people before, during and after an emergency; and
 - enable service providers to readily identify, locate and communicate with vulnerable people in an emergency.
- providing relevant information in TasALERT's 'Get Ready' section, including what to do before, during and after an emergency, is available in AUSLAN and nine languages other than English, chosen in consultation with the Migrant Resource Centre: Chinese, Nepali, Arabic, Farsi, Hazaragi, Dinka, Swahili, Amharic and Oromo;
- ensuring new Tasmanian Government templates are as accessible as possible and include 'top tips' on accessibility and best-practice document formatting. This work has commenced, however completion has been delayed, with the work now expected to be completed in mid-2019;
- promoting and participating in AccessAbility Day 2018. This was well supported by the Agency with two participants. They were exposed to a wide range of DPAC functions including Communications and Protocol Unit, Office of the Secretary and the Cabinet Office;
- actively recruited through the TSS Disability Register and Disability Employment Service providers for entry-level roles.



- continuing the inclusion of a position for a person with disability out of the six graduate positions in the Graduate Program intake. The intake occurs across two years;
- continuing to conduct mental health awareness campaigns in DPAC to reduce stigma and increase support around mental health in the workplace;
- launching the Flexible Work Policy and Workplace Adjustments Policy to promote diversity and inclusion; and
- developing and releasing the accessible information, tools and resources e-learning module on DPACs learning management system to promote the creation of accessible information for people with disability.

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

As an employer, we continue to strive to build a workforce that represents the broader Tasmanian community. We will reduce barriers to employment within DPAC, so people with disability can access employment and career development opportunities.

Learning and Development opportunities

During 2018-19, the Department continued to provide learning and development opportunities to employees on relevant issues.

These included facilitation skills, White Ribbon manager training, managing and investigating workplace misconduct, and time management and prioritisation. We provided managers and leaders with opportunities to participate in ANZSOG training for leaders and the State Service Manager Essentials program.

Grievance Resolution

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

The Department plans a refresh of the Grievance Policy and the Workplace Contact Officer network in 2019-20, following responses to the TSS Employee Survey.

There was one formal grievance reported in the Department during 2018-19.

Work Health, Safety and Wellbeing Strategies

Promoting the safety, health and wellbeing of our people in simple yet effective ways was a key element of our 2018-19 safety, health and wellbeing plan, and will continue to be a focus in the next year. The DPAC Work Health, Safety (WHS) and Wellbeing Plan aims to continue to create a shared awareness and understanding of our responsibilities to improve our health, safety, wellbeing and injury management performance. The key elements of the 2018-19 plan included:

- promoting safety culture and leadership;
- implementing WHS Management System (WHSMS);
- implementing WHS Risk Management;
- renewing our injury management practice; and
- promoting workforce health and wellbeing.

Some of the highlights of 2018-19 include:

- delivery of a program of discussion topics and activities to promote health and wellbeing;
- delivery of the annual flu vaccination program, in collaboration with two other agencies in the south and north;
- commencement of the WHSMS project, with good progress made in a number of areas including developing the WHS Risk Register;
- WHS Refresher training e-module delivered and a WHS for Managers and Supervisors training package developed and delivered to managers involved with the project;
- progression in mental health and wellbeing education including two 60-minute training sessions delivered by OzHelp Tasmania;
- ongoing, high-functioning WHS Management Committee with commitment and oversight of Work Health, Safety and Wellbeing; and
- revised Injury Management Program.

Nine employees completed Mental Health First Aid training in August 2018, and have since formed a Mental Health collaborative network which meets on a regular basis to look at promoting mental health and reducing stigma within our workplaces. Mental Health First Aid helps people develop skills to support a friend, family member or co-worker developing a mental health problem or experiencing a crisis. With approximately 20 per cent of Australian adults experiencing a mental health illness each year, having trained employees to help support each other is valuable in the workplace and well as in the community.

Approximately 50 employees participated in face-to-face mental health awareness training in Hobart in December 2018 and April 2019. The topics included 'Introduction to Mental Health and Wellbeing' and 'Supporting Others in the Workplace'. OzHelp Tasmania delivered the training sessions and attendees included employees from all levels and areas of the agency. The sessions were also recorded and made

available on the intranet for staff in regional and rural areas. The workplace is an important area where mental health awareness and support can be provided to people who are experiencing or supporting others who have a mental health issue. The workplace is also a valuable forum for promoting positive mental health messages and reducing stigma, which is a key part of national and local mental health programs.

Performance Measures

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

Table 1.7 DPAC

Measure	2015-16	2016-17	2017-18	2018-19
Number of incidents reported	55	69	70	43
Number of hazards reported	*	*	*	3
Number of workers' compensation claims	3	3	8	7
Number of serious claims (one or more weeks off work)	*	*	*	2
Number of First Aid Officers	29	31	32	18
Number of employees completed WHS training	*	*	*	371
Number of employees participating in flu vaccine program	226	204	250	299

*not available

Table 1.8 MPS

Measure	2015-16	2016-17	2017-18	2018-19
Number of incidents reported	2	6	3	2
Number of hazards reported	*	*	*	0
Number of workers' compensation claims	0	0	3	0
Number of First Aid Officers	2	3	3	5
Number of employees participating in flu vaccine program	28	31	58	70

*not available



LONG SERVICE RECOGNITION AWARDS

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

In 2018-19 we recognised the following DPAC staff and congratulate them on their achievements.

Years	Name	Overview
40	Laurene Crisp	Commencing as a Typist with the Department of Health Services in 1974, Laurene undertook a range of administrative roles before transferring to DPAC in 1994. She held the position of Executive Officer until retiring in 2014.
35	Jane Clemes	Jane commenced with the Department of Education as a Clerk in 1978. She transferred to DPAC in 1990 and held a number of roles in IT and TMD until her retirement in 2014.
35	Ronald Cullen	Ron joined the RAAF in January 1978 as a Ground Radio Technician, he finished as a Logistics Engineer Flight Sergeant. Ron commenced with DPAC Information Systems in January 1998 and is currently working as Senior Systems Administrator.
35	Scott Kerr	Scott began his career as a Clerk in the Public Service Board Department. He later transferred to Premier and Cabinet in 2000. His current role is Manager, Cabinet and Executive Council.
35	Jeanette McDonald	Jeanette was appointed to the position of Assistant Parliamentary Counsel in 1982. She progressed to Parliamentary Counsel in 1987, Senior Parliamentary Counsel in 1999 and was appointed to the office of Second Deputy Chief Parliamentary Counsel in 2002.
25	Peter Hogue	Peter began his state service career as a Gardener at Government House in 1989; a role he undertook until his retirement in 2014.



Years	Name	Overview
25	Marita Holding	Marita began her state service career in 1992. She has worked at the Department of Treasury and Finance; Tourism Tasmania; the Department of Justice; and now the Department of Premier and Cabinet in the role of Program Director in Digital Strategy and Services.
25	Noelene Kelly	Noelene commenced with the Department of Education as a Graduate Computer Systems Officer. She then transferred to the Department Health, then back to Education, progressing into management positions. She then transferred into Service Tasmania as Deputy Director and in 2017 became the Director of Service Tasmania.
25	Catherine Thornton	Catherine commenced as Clerk in Motor Registry section of Department of Transport in 1992. In 1998 she transferred into the newly formed Service Tasmania, as Client Service Officer.
25	Leonie Wiggins	Leonie commenced employment with DPAC on 22 November 1989 as an Administrative Assistant working within the Cabinet Office. Leonie then worked at the Department of Health until returning to the Cabinet Office as an Executive Officer.
25	Stephen Percival	Steve took on the role of Garden Supervisor at Government House in 1992. The role he continued in until his retirement in 2018.
25	Peter Rice	Peter began his state service career in 1992 with a Tasmanian Government Mining Scholarship. Peter began with DPAC in 2004 and in this time has worked with UTAS and Education. Peter is currently a Principal Cyber Security Officer, Digital Strategy and Services.

SUPERANNUATION CERTIFICATE

I, Jenny Gale, Secretary, Department of Premier and Cabinet, hereby certify that the Department has met its obligations under the Australian Government *Superannuation Guarantee (Administration) Act 1992* and the Tasmanian *Public Sector Superannuation Reform Act 2016* in respect of those employees who contribute to the following complying superannuation funds:

A&C Gilbertson Super Fund	First Super	Maritime Super
AMG Super	Flourishing Super Fund	Media Super
AMP Custom Super	Ford Andrews Super Fund	Mercer Smartsuper Plan
AMP Flexible Lifetime Super	Future Super	Mercer Super Trust
AMP Flexible Super	Generations Personal Super	Nationwide Superannuation
AMP Retirement Savings Account	Gordon Family Super Fund	Netwealth Super Accelerator
AMP Super Savings Trust	Greskie Superannuation Fund	Neubauer Investments Pty Ltd
ANZ Australian Staff Super	Grow Wrap Superannuation	NJ & SJ Driessen Super Fund
ANZ Smart Choice Super	Guild Retirement Fund	North Personal Super Fund
AON Master Trust	Hesta Super	OneAnswer Frontier Personal
Asgard Infinity eWRAP	Host Plus Super Fund	OnePath Integra
Asgard Super Account	Hub24 Super Fund	One Path Master Fund
Australian Catholic Superannuation	ING Living Super	Optimum Superannuation Master
AustSafe Super	IOOF Employer Super	PCD Superannuation Fund
Australian Ethical Super Fund	IOOF Portfolio Service Personal	Percaverarose Super Fund
AustralianSuper	Investment Exchange RS	Perpetual's Select Super
Avanteos Super Trust Fund	Juicy Isle Directors Super	Powerwrap Master Plan
BT Business Super	JM & ML Mason Super Fund	Public Sector Super Acc Plan
BT Super Wrap Personal Super	KA Bishop Super	QSuper
BT Super for Life Savings	KPMG Staff Super	Quadrant Super Scheme
Bay Ridge Superannuation	Kinetic Super	RBF Contributory Scheme
Blumia SMSF	LGIA Super	REI Super
Bretos Super Fund	Legal Super	REST Personal
CBA Super Savings Acc RSA	LifeTrack Personal Super	REST Super
CBUS Super	MLC MasterKey Business Super	Rainier Kroeze Superannuation
Care Super	MLC Masterkey Fundamentals	Retirement Security Plan
Catholic Super Fund	MLC Masterkey Super	Russell SuperSolution
Chisholm-Clarke Super Fund	MLC Navigator Super	R&M Super Fund
Colonial FSFC Employer Super	Spinnaker One Super Fund	S&L Wiggins Super Fund
Colonial FSFC Personal Super	SmartMoney Prime TEF	SLS Seachange Super Fund
Colonial FSFC Wholesale Super	State Super Tailored Plan	Smartsave Members Choice Super
Colonial FS Rollover	Statewide Superannuation Trust	Spaceship Super Fund
Commonwealth Bank Group Super	Stawilton 87 Pty Ltd Super	Uni Super
Commonwealth Essential Super	Summit Personal Super Plan	Vic Super
Commonwealth Superselect	SunSuper Superannuation Fund	Virgin Money Super Fund
Commonwealth Personal Super	TWU Superannuation Fund	Vision Super
Denney Superannuation Fund	Tabe Family Super Fund	WA Super
Energy Super	Tasplan Super Fund	Wagner Family Super Fund
Field Super Fund	Telstra Super Scheme	William Coats Superfund
FSP Super Fund	Tronson Superannuation Fund	Winter Superannuation Fund
Fiducian Superannuation Service	MLC Wrap Super	Zurich Superannuation Plan
Finlay Homes Super Fund	MYNorth Super	
FirstWrap Plus Super	MacGregor Superannuation Fund	
First State Super	Macquaire Super Manager	

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



Jenny Gale

Secretary

Department of Premier and Cabinet

30 June 2019



Our Finances

Our financial statements for 2018-19 were certified on 13 August 2019 and submitted to the Auditor-General on 13 August 2019.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were signed on 26 September 2019.

On 26 September we received an unqualified audit opinion from the Tasmanian Audit Office and a management letter from Auditor-General Rob Whitehead indicating there were no management issues to address.

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

FINANCIAL PERFORMANCE

An unqualified audit report was issued for the 2018-19 financial statements by the Auditor-General on 26 September 2019.

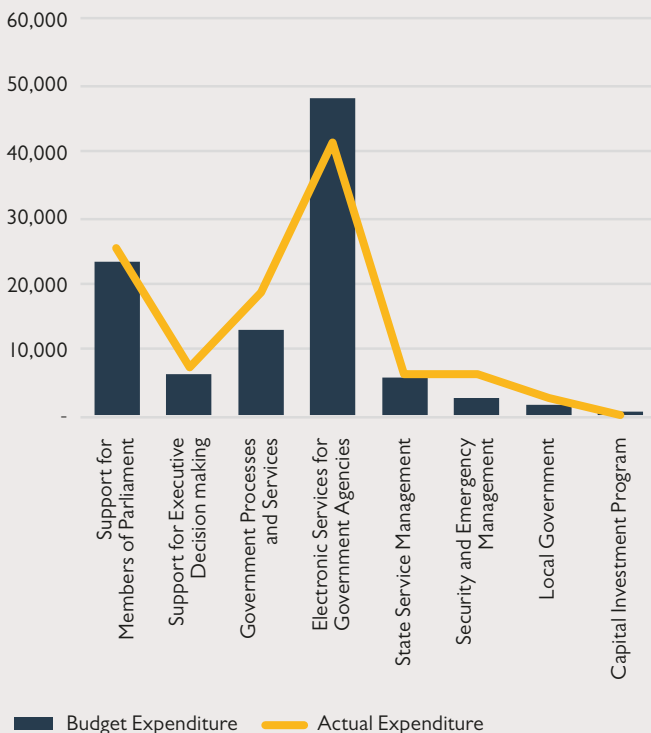
The comprehensive result on the Statement of Comprehensive income is a loss of \$2.027 million.

The following is a snapshot of the financial performance of DPAC during 2018-19:

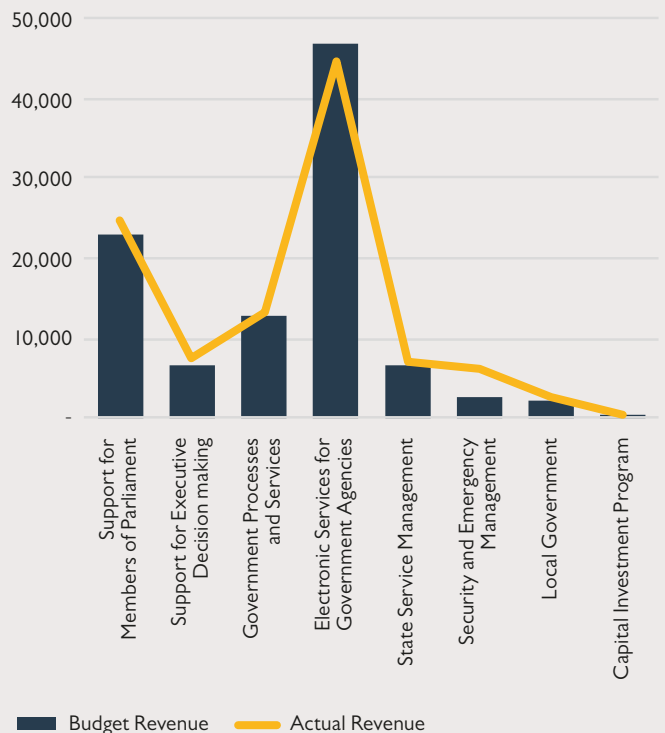
- DPAC received additional appropriation funds during the year totalling \$6.895 million.
- Grants totalling over \$1.610 million were provided to support communities statewide.
- Plant, equipment and leasehold improvements to the value of \$0.379 million were transferred to the Department of Communities Tasmania as part of the administrative restructure.
- Land and buildings to the value of 31.42 million were transferred to the Department of Communities Tasmania as part of an administrative restructure.
- Asset Revaluation Reserve totalling \$3.29 million was written off due to the transfer of land and buildings to the Department of Communities Tasmania.
- DPAC provided the Department of Primary Industries, Parks Water and Environment (DPIPWE) funds for flood recovery mapping (\$2.1 million).
- DPAC provided funds for the Beaconsfield Mineshaft Remediation (\$0.2 million).
- DPAC provided the Department of Police, Fire and Emergency Services \$1.1 million for the Tasmanian flood mapping project.
- DPAC managed funding for the Southern Tasmania Extreme Weather Event (\$2.07 million).
- DPAC managed the Bushfire Recovery Taskforce (\$0.6 million).
- DPAC provided DPIPWE with \$0.4 million for Service Tasmania IT services.
- DPAC provided the Brand Tasmania Council with funding of \$0.3 million.
- DPAC managed several advertising campaigns (\$0.27 million).
- DPAC provided the Department of Communities Tasmania funds for Reset the Relationship with the Tasmanian Aboriginal Community (\$0.1 million).

The below charts show the Department's budgeted and actual revenue and expenditure for the 2018-19 financial year.

Expenditure (\$,000) 2018-19



Revenue (\$,000) 2018-19





Our Compliance Report

ASSET MANAGEMENT

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

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

With the exception of DSS, DPAC records heritage items and purchases of equipment, furniture and fittings with a value greater than \$10,000 as assets. We record purchases of items valued at less than \$10,000 as expenses. For business purposes, DSS maintains an asset recognition threshold of \$2,000. The financial statements for 2018-19 are reported on an accrual basis, and contain full details of our asset management policies as notes to those statements.

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

- Non-current physical assets are valued in accordance with AASB 113, fair value measurement and the Treasurer's Instructions. Minor equipment and other non-current assets are valued at cost.
- The written-down book value of assets is determined by depreciating assets over the period of their expected useful economic life, using the straight-line method. The useful economic life is three to 10 years depending on the asset, and the depreciation commencing in the year of acquisition or from the time the asset is ready for use.
- Heritage assets are not depreciated.
- Leasehold improvements are amortised over the lease period of the property.
- The useful economic life of buildings owned by the Department is 50 to 80 years depending on the building.

CARBON EMISSION REDUCTION PLAN

Table 2.1 Energy use across DPAC sites

		Actual 2017-18 kWh	Actual 2018-19 kWh	Decrease (Increase) kWh
Energy	Executive Building 15 Murray Street ¹	605,570	575,659	29,911
	144 Macquarie Street Building ¹	37,607	36,817	790
	Henty House	163,678	120,587	43,091
	Salamanca Building ²	127,033	172,562	(45,529)
	St Johns Street	138,530	143,719	(5189)
	21 Kirksway Place	61,361	58,525	2,836
	Total for all sites	1,133,779	1,107,869	25,910

Notes:

- 1 Data does not include energy use for air conditioning.
2. The increase represents the Salamanca Building being occupied for the entire period.

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

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

In November 2018, DPAC participated in National Recycling Week, running a series of events offering staff a mix of informational and hands-on activities. These included a session on how to make bees wax wraps and an informational session from an Education Officer from the Hobart City Council on sorting a collection of recyclables and waste. DPAC also purchased reusable, portable coffee cups, available for staff to purchase as part of its War on Waste campaign.

Office Accommodation Strategy

During the year, DPAC prepared an Office Accommodation Strategy to co-locate and consolidate the majority of our leased office holdings over future years to 15 Murray Street. When implemented, this initiative will substantially reduce the office footprint and reduce energy consumption. The

reduction in office footprint aligns with the Government's broader Office Accommodation Strategy.

This strategy will result in investment in more energy-efficient lighting installations and improvements in sustainable building products. This will deliver sustained energy savings for DPAC over the lease term. The figures in Table 2.1 reflect some of the work that has already occurred to reduce energy across different sites.

We are constantly working with building owners to identify opportunities to improve the environmental performance of its leased buildings.

Monitoring energy use across Government

DPAC, through the Tasmanian Climate Change Office (TCCO), continues to support Tasmanian Government agencies to monitor and report on energy use and associated greenhouse gas emissions from asset, facility and vehicle operations. TCCO has conducted an open tender process to upgrade our whole-of-government energy emissions monitoring and reporting software. TCCO is working with the service providers and Tasmanian Government agencies to collect energy data and implement the new software.

We appointed a panel of energy auditors to support Tasmanian Government agencies to identify energy savings, reduce their stationary energy use and provide facility managers with tailored information on how to improve energy efficiency. As part of *Climate Action 21: Tasmanian Climate Change Action Plan 2017-2021*, TCCO provided funding to support agencies to conduct energy audits of their building and facilities. Energy auditors from the panel provided expert energy efficiency knowledge and the audits were conducted on a number of buildings such as fire stations, laboratories, health facilities, schools and courts.



GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 318 grant and contribution payments totalling \$1,633,384. The following table summarises the payments by the Minister and program.

Table 2.2 Grant payments by Minister and program

Program	\$
Premier	
Security and Emergency Management Grants	722,772
Premier's Discretionary Fund	310,727
Other Grants	236,362
Community Participation and Appeal Grants	166,500
Premier's Scholarship Fund	30,000
Tasmanian Bushfire Recovery Grants	15,250
Australia Day Grants	6,917
Minister for Environment	
Climate Change Grants	144,856
TOTAL	1,633,384

Appendix C provides detail of grant recipients.

INDEPENDENT SCRUTINY (INTERNAL AND EXTERNAL)

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

The elements of this independent scrutiny include:

- our Risk and Audit Committee (RAC), which monitors strategic risks identified as the basis for the Internal Audit Plan for the Department;
- our internal audit function;
- the Tasmanian Audit Office (TAO), which undertakes our external financial and performance audits;
- TAO audits of employer functions, as outlined in the *State Service Act 2000*;
- reviews undertaken by other independent bodies such as the Integrity Commission, the Anti-Discrimination Commission, WorkSafe Tasmania and the Office of the Ombudsman; and
- Parliamentary reviews such as the annual budget estimates committees and other Parliamentary committees.

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

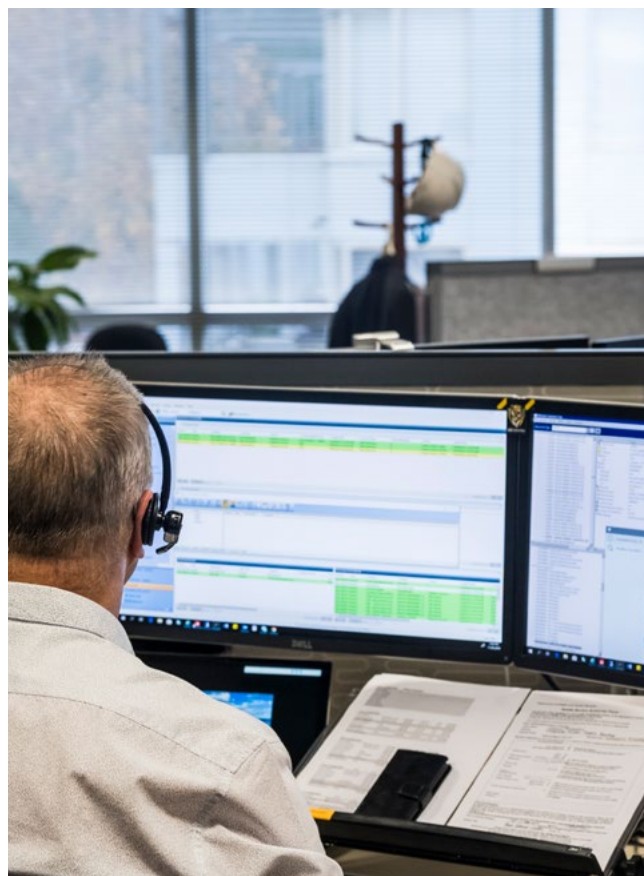
Internal Audits

- Compliance with Treasurer's Instructions:
 - TI 1112 – Common use/whole-of-government contracts and other arrangements: goods and services;
 - TI 1113 – Engagement and use of contractors: goods and services;
 - TI 1124 – Confidentiality: goods and services; and
 - TI 1128 – Agency Procurement Audit Requirements: goods and services.
- Budget Management and Governance; and
- Human Capital Management – Performance Management.

External Audits

- Performance management in the Tasmanian State Service: A focus on quality conversations.

The Department is working through the recommendations from these reviews, with the RAC monitoring progress.



INTEGRITY

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

The three primary objectives of the Integrity Commission are to:

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

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

In 2018-19, we also developed a Head of Agency Induction Manual in collaboration with the Chief Executive Officer, Integrity Commission Mr Richard Bingham, and otherwise invited Mr Bingham to Heads of Agency meetings to discuss ethical issues.

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

INTERNAL AUDIT

Deloitte was contracted to provide DPAC's internal audit function until 31 December 2018. Following a competitive procurement process, KPMG was awarded a contract to provide internal audit services from 1 January 2019 until 31 December 2021.

During the year, Deloitte or KPMG attended the six RAC meetings and undertook a number of internal reviews. These reviews are outlined above in the section headed Independent Scrutiny – Internal Audits.

LEGISLATION ADMINISTERED

As at 30 June 2019, we administered 56 Acts on behalf of the Premier and our other responsible Ministers. You can find the full list of legislation that we administered in Appendix B. All legislation, including any amending Acts, is available at the Tasmanian Legislation website: www.legislation.tas.gov.au.

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

Premier	50
Minister for Environment	1
Minister for Local Government	5

The Department did not repeal any Acts during the year, but the *Glenorchy City Council (Dismissal of Councillors) Act 2017* expired.

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

Burial and Creation Amendment Act 2018

The Burial and Cremation Amendment Bill 2018 was tabled in the 2018 Spring Session of Parliament and received Royal Assent on 17 December 2018. The Act amended the *Burial and Cremation Act 2002* to clarify and strengthen the Act's regulatory framework and to make changes to the Act in response to the Anglican Church's decision to embark on a significant program to divest itself of various church properties, a number of which contain graveyards. The amendments will ensure the continued protection and maintenance of such graveyards after they cease to be associated with churches.

Constitution Amendment Act 2018

The Constitution Amendment Bill 2018 was tabled in the 2018 Autumn Session of Parliament and received Royal Assent on 28 September 2018. The Act amended the *Constitution Act 1934* so as to ensure that the House of Assembly electoral boundaries and seat names reflect the boundaries and seat names adopted by the Australian Government's House of Representatives. The new seat of Clark was created, by this amending Act, as a State seat in the House of Assembly.



Brand Tasmania Act 2018

The Brand Tasmania Bill 2018 was tabled in the 2018 Spring Session of Parliament and received Royal Assent on 17 December 2018. The new Act establishes a new statutory authority that is to be responsible for promoting a consistent marketing message for the purposes of promoting Tasmania and its products and services. Members of the statutory authority were appointed in 2019 and the authority has begun its operations.

Local Government Amendment (Miscellaneous) Act 2018

The Local Government Amendment (Miscellaneous) Bill 2018 was tabled in the 2017 Spring Session of Parliament and received Royal Assent on 10 December 2018. The subsequent Act amended the *Local Government Act 1993* so as to amend provisions relating to the Local Government Code of Conduct, following the conduct of a review into the operation of the provisions, and made other minor amendments to the Act.

PRICING POLICIES FOR GOODS AND SERVICES

DPAC bases its pricing policy on full-cost recovery.

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

Digital Strategy and Services charges for telecommunications and computing services.

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

Service Tasmania receives funding from Tasmanian Government departments, Government Business Enterprises, other external organisations including Marine and Safety Tasmania, local government, Australian Government agencies and the private sector for services delivered through Service Tasmania shops.

PROCUREMENT

We ensure that procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions; including providing Tasmanian businesses with opportunities to compete for agency business. It is DPAC's policy to support Tasmanian businesses whenever they offer best value for money for the Government.

During 2018-19, we undertook 11 procurement processes and awarded 13 contracts valued at \$50,000 or greater (excluding GST). Ten of these contracts were awarded to Tasmanian businesses. Excluding one panel contract arrangement¹, the total value of contracts awarded was \$4,042,573 (excluding GST and options to extend). The total value of contracts awarded to Tasmanian businesses was \$3,639,573 (excluding GST and options to extend), or approximately 90 per cent of the total value of all contracts awarded.

During 2018-19, DPAC's Digital Strategy and Services (DSS) division completed a tender process for the provision of unified communications interoperability services. Additionally, DPAC's Corporate and Culture Division conducted a tender process for security monitoring and equipment supply and installation services; a tender process for the printing and distribution of the Tasmanian Government Gazette and legislation; and a tender process for media monitoring services. All contracts arising from these processes were awarded to Tasmanian businesses.

Details of individual contracts valued at \$50,000 (excluding GST) or greater and awarded during 2018-19 are set out in Appendix F.

¹ A panel arrangement for the provision of Telephony and Mobile Data services was established and reported by DPAC in 2017-18. However, the contract with one panel member (Optus Networks Pty Ltd) was executed this financial year.

PROTECTING PRIVACY

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

When dealing with private information, we do so in accordance with the *Personal Information Protection Act 2004* and the Privacy Protection Principles. There were no requests in 2018-19 under the *Personal Information Protection Act 2004* from people seeking access to, or update of, personal information held by us about them.

PUBLIC INTEREST DISCLOSURES – PUBLIC ACCESS TO INFORMATION ON OUR DECISIONS

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

During 2018-19:

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

The DPAC Public Interest Disclosures Procedures manual, has been approved by the Ombudsman. These procedures, which include information on how a person may make a disclosure, are available on the DPAC website at www.dpac.tas.gov.au/public_interest_disclosures.



PUBLICATIONS

In 2018-19, DPAC business units produced 23 publications. These publications are available on our website: www.dpac.tas.gov.au, or by contacting:

Corporate and Culture Division
Level 6, 15 Murray Street
Hobart Tasmania 7000
Telephone: (03) 6270 5667
Email: commsandprotocol@dpac.tas.gov.au

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

RELATED TRUSTS AND BOARDS

We report matters about the Local Government Board in Output 6.1 Local Government Division.

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

RIGHT TO INFORMATION

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

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

During 2018-19, 22 applications for assessed disclosure were received, compared with 36 in 2017-18.

Of the 22 applications received, we assessed 15 for disclosure, following two applications being withdrawn by applicants, and the transfer in full of four applications to another public authority, and one application being refused.

Of the 15 applications received and subject to assessment in 2018-19:

- information was provided in full for one application;
- partial information was provided for 10 applications;
- one application was exempted in full;
- two applications were received for which the information requested was not held by DPAC; and
- the assessment of one application received in the 2018-19 period was not fully completed by 30 June 2019.

Additionally, three applications received late in the 2017-18 period were determined in the 2018-19 period. Of these applications, two were released in part, and DPAC did not hold any information for the remaining application.

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

Some DPAC Right to Information (RTI) Officers are also delegated officers under the Act for the Premier and other Ministers, and undertake assessments. Of the 22 applications received, five were directed to a Minister, one of which was also separately directed to the Department.

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

RISK AND AUDIT COMMITTEE

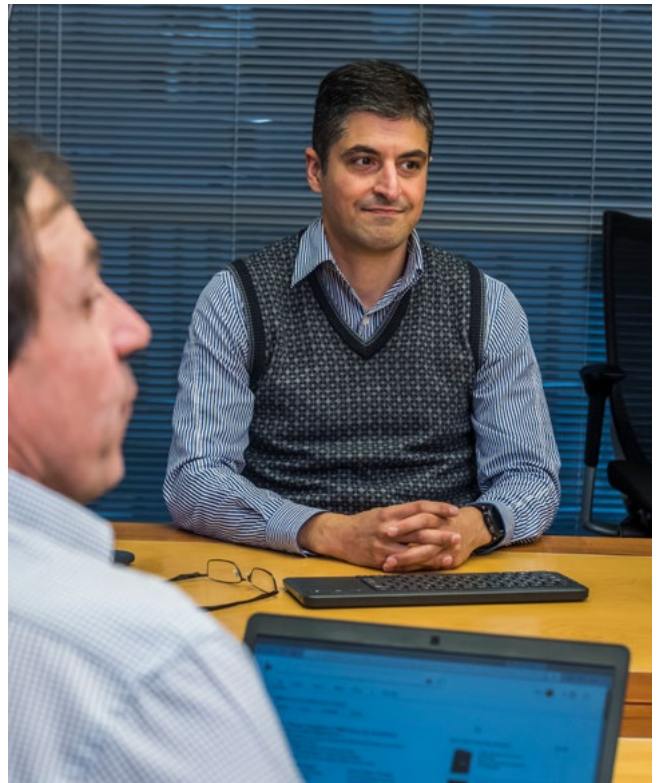
During 2018-19, membership of the RAC was:

- Mr David Hudson (Independent Chair)
- Mr Kane Salter (Independent Member from April 2018)
- Ms Kim Enkelaar (Department Representative from October 2017).

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

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

- Financial Reporting
 - Reviewed the Department's Financial Statements and the Management Representation Letter for the year ended 30 June 2018, finding the statements were consistent with the public sector's best practice accounting standards and appropriately represented the Department's financial position.
 - Monitored TAO's audit of the financial statements noting that the Auditor-General concluded there were no significant issues identified or outstanding, and issued an unqualified audit report.
 - Endorsed the Annual Report as correctly representing the 2017-18 audited financial statements.
- Risk Performance Reporting
 - Noted that the Department undertook a review of the Strategic Risk Register with the Department Executive further reviewing and refining the risks into headline risks.
- Systems of Risk Oversight and Management
 - Noted the RAC, in accordance with its Charter, continued to provide independent assurance to the Secretary on the Department's financial and performance reporting responsibilities, risk oversight and management, and system of internal control.
- System of Internal Control
 - Endorsed the Internal Audit Plan and considered the reports from the Department's Internal Auditors.
 - The RAC is satisfied with the management of, and responses to, those risks identified by internal audit activities.
 - The RAC is satisfied that the Department is committed to ethical and lawful conduct, and is ensuring such a culture is being encouraged.



- Other Functions
 - Advised the Secretary on the adequacy of internal audit resources, or budget, to carry out its responsibilities, including completion of the approved Internal Audit Work Plan.
 - Coordinated the works program of internal audit and other assurance functions.
 - Annually reviewed the performance of internal audit, and reported the results to the Secretary.

The Chair also noted that the RAC was pleased with the progress made during the year.

RISK MANAGEMENT

The Department of Premier and Cabinet is continuing work to reach a desired risk maturity level. During 2017-18, we evaluated all draft operational risk registers along with the draft Strategic Risk Register. This resulted in the Executive refining the risks into five headline risks.

In early May 2019, DPAC's internal risk auditors conducted five risk workshops to draft a risk record for each headline risk. Once the risk registers are finalised, responsibility for management of the risks will be assigned.



STATUTORY OFFICE HOLDERS

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

The Director has the following functions:

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

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

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

2018	Salary* \$'000	Other Benefits \$'000	Superannuation \$'000	Total \$'000
Alex Tay, Director, Local Government Division	\$159	\$13	\$15	\$187

*Salary includes an allowance for acting in the role of Deputy Secretary from 19 April 2019 to 1 May 2019.

WEBSITES

As at 30 June 2019, we managed 34 websites for the Department of Premier and Cabinet (DPAC), Department of Communities Tasmania, Department of Police, Fire and Emergency Management and the Premier's Office.

During 2018-19, we archived one website: www.bushfirerecovery.tas.gov.au

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

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Abbreviations

AAP	Accessibility Action Plan	NDIS	National Disability Insurance Scheme
AASB	Australian Accounting Standards Board	NTIII	Networking Tasmania III
AC	Alternating current	OPC	Office of Parliamentary Counsel
ANZSOG	Australia and New Zealand School of Government	OSEM	Office of Security and Emergency Management
BALT	Business Action Learning Tasmania	OTS	Office of the Secretary
CAF	Council for the Australian Federation	PIU	Public Information Unit
CICG	Culture and Inclusion Consultation Group	PLGC	Premier's Local Government Council
COAG	Council of Australian Governments	PMD	Performance Management and Development
CPU	Communications and Protocol Unit	RAC	Risk and Audit Committee
CSIRO	Commonwealth Scientific and Industrial Research Organisation	RFT	Request for Tender
CSR	Communities, Sport and Recreation	RTI	Right to Information
DC	Direct current	S&E	Strategy and Engagement Unit
DLG	DPAC Leadership Group	S3MP	State Service Strategic Management Program
DPFEM	Department of Police, Fire and Emergency Management	SAMP	Strategic Asset Management Plan
DPIPWE	Department of Primary Industries, Parks, Water and Environment	SES	Senior Executive Service
DSS	Digital Strategy and Services	SSMO	State Service Management Office
EIAP	Empower Integration and Automation Program	STEM	Science, technology, engineering and maths
ESU	Executive Services Unit	TAMDR	Telephony and Mobile Data Reform
FMS	Financial Management Services	TAO	Tasmanian Audit Office
FTE	Full-time Equivalent	TCCO	Tasmanian Climate Change Office
GBE	Government business enterprise	TEIS	Tasmanian Emergency Information Service
GCC	Government Contact Centre	TFS	Tasmania Fire Service
HR	Human Resources	TI	Treasurer's Instructions
ICA	Integrity Commission Act	TNVR	Targeted and Negotiated Voluntary Redundancies
ICT	Information and communications technology	TSS	Tasmanian State Service
IPAA	Institute of Public Administration Australia	TTC	Tasmanian Training Consortium
ITS	Information and Technology Services	UTAS	University of Tasmania
JARS	Joint Agency Reporting Service	WHS	Work health and safety
kWh	Kilowatt hour	WHSMS	Work Health and Safety Management System
LGAT	Local Government Association of Tasmania	WRIP	Workplace Renewal Incentive Program
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex, and questioning		
LGD	Local Government Division		
LSL	Long Service Leave		
MPS	Ministerial and Parliamentary Support		
MSU	Ministerial Services Unit		

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Department of Premier and Cabinet

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Independent Auditor's Report

To the Members of Parliament

Department of Premier and Cabinet

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2019 and the statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the Secretary of the Department.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Department's financial position as at 30 June 2019 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Financial Management and Audit Act 1990* and Australian Accounting Standards.

Basis for Opinion

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

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

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

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INDEPENDENT AUDITOR'S REPORT

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

Responsibilities of the Secretary for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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INDEPENDENT AUDITOR'S REPORT

audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern.

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

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

From the matters communicated with the Secretary, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Stephen Morrison
Assistant Auditor-General Financial Audit Services
Delegate of the Auditor-General

Tasmanian Audit Office
26 September 2019
Hobart

...3 of 3

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Statement of Certification

The accompanying Financial Statements of the Department of Premier and Cabinet are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016* to present fairly the financial transactions for the year ending 30 June 2019 and the financial position as at end of the year.

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



Kim Evans

Acting Secretary

26 September 2019

Statement of Comprehensive Income for the year ended 30 June 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations				
Revenue and other income from transactions				
Appropriation revenue - recurrent	5.1	59,982	67,231	100,623
Appropriation revenue - works and services	5.1	250	250	1,237
Appropriation Carried Forward under section 8A(2)	5.1	-	837	1,744
Grants	5.2	-	141	4,966
Sale of goods and services	5.3	35,930	31,953	34,729
Other revenue	5.4	4,382	6,296	4,852
Total Revenue and other income from transactions		100,544	106,708	148,151
Expenses from transactions				
Employee benefits	6.1	51,796	56,155	60,988
Superannuation	6.1	6,026	6,261	6,895
Depreciation	6.2	324	106	744
Amortisation	6.2	12	501	424
Supplies and consumables	6.3	40,237	34,170	38,964
Grants and subsidies	6.4	3,034	1,610	23,793
Finance costs	6.5	-	63	22
Other transfer payments	6.6	-	9,017	11,173
Transfers to the Consolidated Fund		-	73	17
Contributions provided		25	-	-
Other expenses	6.7	273	769	426
Total Expenses from transactions		101,727	108,725	143,448
Net Result from transactions (net operating balance)		(1,183)	(2,017)	4,703
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	7.1	-	(10)	(292)
Net gain/(loss) on liability foregone		-	-	451
Total other economic flows included in net result		-	(10)	159
Net result from continuing operations		(1,183)	(2,027)	4,863
Net Result		(1,183)	(2,027)	4,863
Comprehensive result		(1,183)	(2,027)	4,863

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

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

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

Statement of Financial Position as at 30 June 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Asset				
Financial Assets				
Cash and deposits	12.1	1,795	9,168	8,660
Receivables	8.1	1,981	5,136	10,851
Other Financial Assets		2,610	-	-
Non-financial assets				
Plant, equipment and leasehold improvements	8.2	1,713	1,275	1,780
Intangibles	8.4	867	602	861
Other non-financial assets	8.5	2,446	1,153	1,622
Land	8.2	-	-	3,120
Buildings	8.2	-	-	28,305
Total Assets		11,412	17,334	55,198
Financial liabilities				
Payables	9.1	2,102	615	3,524
Interest bearing liabilities	9.2	-	-	339
Non-financial liabilities				
Employee benefits	9.4	12,790	13,722	14,863
Other non-financial liabilities	9.5	2,283	660	1,719
Provisions	9.3	583	659	602
Total Liabilities		17,758	15,657	21,048
Net Assets		(6,346)	1,676	34,151
Equity				
Reserves	11.1	3,666	10	3,300
Accumulated Funds		(10,012)	1,666	30,851
Total Equity		(6,346)	1,676	34,151

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

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

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

Statement of Cash Flows

for the year ended 30 June 2019

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts – recurrent		60,192	67,231	101,460
Appropriation receipts – capital		250	250	1,237
Grants		-	4,732	375
Sale of goods and services		35,991	36,551	37,543
GST receipts		4,772	4,945	7,453
Other cash receipts		4,382	6,186	4,835
Total cash inflows		105,587	119,895	152,903
Cash outflows				
Employee benefits		(57,697)	(61,884)	(67,390)
GST payments		(4,772)	(3,922)	(8,442)
Borrowing costs		-	(5)	(15)
Supplies and consumables		(40,246)	(39,292)	(40,844)
Grants and subsidies		(3,034)	(1,633)	(23,510)
Other transfer payments		-	(10,079)	(11,096)
Transfers to the Consolidated Fund		-	(73)	(17)
Other cash payments		(296)	(769)	(426)
Total cash outflows		(106,045)	(117,657)	(151,740)
Net cash from operating activities	12.2	(458)	2,238	1,162
Cash flows from investing activities				
Cash inflows				
Proceeds from the disposal of non-financial assets		-	-	29
Total cash inflows		-	-	29
Cash outflows				
Payments for acquisition of non-financial assets		(530)	(345)	(2,331)
Cash outflow on administrative restructure		-	(1,046)	-
Total cash outflows		(530)	(1,391)	(2,331)
Net cash used by investing activities		(530)	(1,391)	(2,302)
Cash flows from financing activities				
Cash inflows				
Proceeds from borrowings		-	-	-
Total cash inflows		-	-	-
Cash outflows				
Repayment of borrowings		(339)	(339)	(370)
Total cash outflows		(339)	(339)	(370)
Net cash from (used by) financing activities		(339)	(339)	(370)
Net increase (decrease) in cash held and cash equivalents		(1,327)	508	(1,509)
Cash and cash deposits at the beginning of the reporting period		3,122	8,660	10,170
Cash and cash deposits at the end of the reporting period	12.1	1,795	9,168	8,660

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

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

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

Statement of Changes in Equity for the year ended 30 June 2019

		Reserves \$'000	Accumulated Funds \$'000	Total Equity \$'000
	Note			
Balance as at 1 July 2018		3,300	30,851	34,151
Net result			(2,027)	(2,027)
Total comprehensive result		-	(2,027)	(2,027)
Transactions with owners in their capacity as owners:				
Asset revaluation on transfer of assets	7.1	(3,290)	3,290	-
Administrative restructure - net assets transferred	11.2	-	(30,448)	(30,448)
Balance as at 30 June 2019		10	1,666	1,676

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

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

Notes to and forming part of the Financial Statements for the year ended 30 June 2019

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NOTE I Administered Financial Statements

I.1 Schedule of administered income and expenses

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

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Administered revenue and other income from Transactions				
Revenue from Government				
Appropriation revenue – Reserved by Law	14.2	-	-	7,029
Total administered revenue and other income from transactions		-	-	7,029
Administered expenses from transactions				
Transfer to Tasmanian Community Fund		-	-	6,529
Transfer to Tasmanian Icon – State Cricket Team		-	-	500
Total administered expenses from transactions	14.3	-	-	7,029
Administered net result from transaction attributable to the State		-	-	-
Administered net result		-	-	-
Administered Comprehensive Result		-	-	-

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

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

Explanations of material variances between budget and actual outcomes are provided in Note 14.2 of the accompanying notes.

The Department does not have any Administered Assets or Liabilities.

I.2 Schedule of administered cash flows

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

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

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

Explanations of material variances between budget and actual outcomes are provided in Note 14.2 of the accompanying notes.

NOTE 2 Departmental Output Schedules

2.1 Output group information

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

(I) Ministerial and Parliamentary Support Output Group

Output Group 1 – Support For Members of Parliament

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Other revenue	831	1,627	1,023
Revenue from appropriations	22,276	23,179	22,105
Sales of Goods and services	-	-	-
Total Revenue and other income from transactions	23,107	24,807	23,128
Expenses from transactions			
Employee benefits			
Salaries and Wages	15,135	17,961	15,887
Other Employee Expenses	518	19	22
Superannuation	1,691	1,767	1,600
Depreciation	-	5	2
Amortisation	-	45	20
Supplies and consumables			
Advertising and promotion	-	76	65
Communications	283	116	321
Consultants	-	25	5
Information technology	206	238	228
Maintenance	249	127	35
Operating lease costs	-	360	340
Other employee related expenses	-	20	32
Other supplies and consumables	858	434	1,126
Property services	3,093	3,129	2,805
Travel and transport	1,222	767	590
Finance costs	-	24	2
Other expenses	63	110	85
Total Expenses from transactions	23,318	25,225	23,164
Net Result from transactions (net operating balance)	(211)	(418)	(35)
Net Result	(211)	(418)	(35)
Comprehensive Result	(211)	(418)	(35)
Expense by output			
I.1 Support for Ministers and certain Parliamentary Office Holders	18,223	19,698	18,668
I.2 Support for Members of the House of Assembly	5,095	5,527	4,496
Total	23,318	25,225	23,164
Net Assets			
Total assets deployed for Output Group		1,539	588
Total liabilities incurred for Output		(4,308)	(3,586)
Net Assets deployed for Output Group		(2,769)	(2,998)

(ii) Departmental Output Groups

Output Group 1 – Support for Executive Decision Making

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Grants	-	-	308
Other revenue	-	408	11
Revenue from appropriations	6,398	6,895	13,891
Section 8A(2) carry forward revenue	-	322	834
Total Revenue and other income from transactions	6,398	7,625	15,044
Expenses from transactions			
Employee benefits			
Salaries and Wages	3,711	4,457	4,082
Other Employee Expenses	92	10	9
Superannuation	468	541	495
Depreciation	54	9	14
Amortisation	-	78	63
Supplies and consumables			
Advertising and promotion	15	123	120
Board members fees	-	-	1
Communications	98	67	88
Consultants	507	363	636
Information technology	66	30	39
Maintenance	5	19	139
Operating lease costs	-	30	25
Other employee related expenses	-	48	62
Other supplies and consumables	127	175	101
Property services	493	324	389
Travel and transport	122	64	56
Grants and transfer payments	664	344	1,035
Finance costs	-	9	1
Other transfer payments	-	662	8,315
Contributions provided	1	-	-
Other expenses	17	29	25
Total Expenses from transactions	6,440	7,381	15,693
Net Result from transactions (net operating balance)	(42)	245	(650)
Net Result	(42)	245	(650)
Comprehensive Result	(42)	245	(650)
Expense by output			
I.1 Strategic Policy & Advice	4,268	5,391	4,967
I.2 Climate Change	2,172	1,989	2,369
I.3 Safe Homes, Safe Families – FVAP	-	-	8,357
Total	6,440	7,381	15,693
Net Assets			
Total assets deployed for Output Group		539	1,129
Total liabilities incurred for Output		(1,168)	(1,601)
Net Assets deployed for Output Group		(629)	(472)

Output Group 2 – Government Processes and Services

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Grants	-	141	113
Other revenue	2,082	2,062	864
Revenue from appropriations	10,261	11,155	10,632
Sales of Goods and services	547	47	(500)
Total Revenue and other income from transactions	12,890	13,405	11,108
Expenses from transactions			
Employee benefits			
Salaries and Wages	6,692	7,961	7,352
Other Employee Expenses	216	27	29
Superannuation	830	971	895
Depreciation	68	23	24
Amortisation	-	189	104
Supplies and consumables			
Advertising and promotion	249	553	101
Communications	144	149	171
Consultants	82	24	46
Information technology	1,537	1,050	1,361
Maintenance	269	10	32
Operating lease costs	-	89	99
Other employee related expenses	-	86	115
Other supplies and consumables	1,405	494	688
Property services	825	1,423	1,310
Travel and transport	152	88	121
Grants and transfer payments	472	528	765
Finance costs	-	20	16
Other transfer payments	-	4,640	38
Transfers to the Consolidated Fund	-	73	(1)
Other expenses	35	426	42
Total Expenses from transactions	12,976	18,825	13,310
Net Result from transactions (net operating balance)	(86)	(5,421)	(2,202)
Net Result	(86)	(5,421)	(2,202)
Comprehensive Result	(86)	(5,421)	(2,202)
Expense by output			
2.1 Mgmt of Executive Govt Processes	6,801	13,096	7,573
2.2 Principal & Subordinate Legislation	3,077	3,067	3,159
2.3 Tasmanian Government Courier	682	671	667
2.4 Corp Supp to Parliamentary Offices	2,416	1,991	1,911
Total	12,976	18,825	13,310
Net Assets			
Total assets deployed for Output Group		2,852	1,162
Total liabilities incurred for Output		(2,324)	(2,849)
Net Assets deployed for Output Group		528	(1,687)

Output Group 3 – Electronic Services for Government Agencies

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Other revenue	19	413	197
Revenue from appropriations	14,532	14,395	14,221
Section 8A(2) carry forward revenue	-	30	-
Sales of Goods and services	32,263	29,840	31,823
Total Revenue and other income from transactions	46,814	44,678	46,241
Expenses from transactions			
Employee benefits			
Salaries and Wages	20,184	18,799	19,269
Other Employee Expenses	559	79	87
Superannuation	2,436	2,250	2,238
Depreciation	184	59	151
Amortisation	12	112	27
Supplies and consumables			
Advertising and promotion	7	28	40
Communications	14,924	10,855	14,555
Consultants	231	308	188
Information technology	3,645	4,585	2,367
Maintenance	483	35	48
Operating lease costs	28	104	119
Other employee related expenses	-	102	126
Other supplies and consumables	2,322	1,369	1,905
Property services	2,345	2,124	2,093
Travel and transport	545	147	184
Grants and transfer payments	32	-	-
Finance costs	-	4	1
Other transfer payments	-	396	464
Contributions provided	1	-	-
Other expenses	135	168	166
Total Expenses from transactions	48,073	41,522	44,028
Net Result from transactions (net operating balance)	(1,259)	3,156	2,213
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		(10)	139
Total Other economic flows included in net result	-	(10)	139
Net Result	(1,259)	3,146	2,352
Comprehensive Result	(1,259)	3,146	2,352
Expense by output			
3.1 ICT Policy Development & Imp	1,654	2,494	1,829
3.2 Mgmt & Ongoing Development of Service Tasmania	17,489	16,081	16,420
3.3 Delivery of IT Services	28,930	22,947	25,778
Total	48,073	41,522	44,028
Net Assets			
Total assets deployed for Output Group		10,423	12,662
Total liabilities incurred for Output		(5,695)	(7,424)
Net Assets deployed for Output Group		4,728	5,238

Output Group 4 – State Service Management

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Other revenue	-	1,355	361
Revenue from appropriations	3,336	3,280	3,092
Section 8A(2) carry forward revenue	-	185	-
Sales of Goods and services	3,120	2,065	2,002
Total Revenue and other income from transactions	6,456	6,886	5,454
Expenses from transactions			
Employee benefits			
Salaries and Wages	2,193	2,934	2,735
Other Employee Expenses	144	518	516
Superannuation	317	346	322
Depreciation	15	3	2
Amortisation	-	25	9
Supplies and consumables			
Advertising and promotion	14	80	8
Communications	24	-	18
Consultants	4	11	80
Information technology	108	400	153
Maintenance	2	2	2
Operating lease costs	-	28	24
Other employee related expenses	-	48	56
Other supplies and consumables	2,775	1,495	1,040
Property services	213	266	239
Travel and transport	53	21	19
Grants and transfer payments	166	-	-
Finance costs	-	1	1
Other transfer payments	-	139	76
Other expenses	14	17	15
Total Expenses from transactions	6,042	6,334	5,316
Net Result from transactions (net operating balance)	414	552	139
Net Result	414	552	139
Comprehensive Result	414	552	139
Expense by output			
4.1 State Service Employment & Mgmt	6,042	6,334	5,316
Total	6,042	6,334	5,316
Net Assets			
Total assets deployed for Output Group		1,834	1,617
Total liabilities incurred for Output		(1,143)	(1,539)
Net Assets deployed for Output Group		691	78

Output Group 5 –Security and Emergency Management

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Other revenue	1,450	428	123
Revenue from appropriations	1,252	5,808	778
Sales of Goods and services	-	-	9
Total Revenue and other income from transactions	2,702	6,236	910
Expenses from transactions			
Employee benefits			
Salaries and Wages	956	1,438	868
Other Employee Expenses	17	2	1
Superannuation	115	152	111
Depreciation	-	2	1
Amortisation	-	19	4
Supplies and consumables			
Advertising and promotion	-	206	1
Communications	21	12	11
Consultants	-	84	17
Information technology	19	18	11
Maintenance	1	-	1
Operating lease costs	-	11	2
Other employee related expenses	-	6	4
Other supplies and consumables	76	306	13
Property services	6	17	21
Travel and transport	37	38	30
Grants and transfer payments	1,450	738	5
Finance costs	-	1	-
Other transfer payments	-	3,181	-
Other expenses	3	8	5
Total Expenses from transactions	2,701	6,239	1,106
Net Result from transactions (net operating balance)	1	(3)	(196)
Net Result	1	(3)	(196)
Comprehensive Result	1	(3)	(196)
Expense by output			
5.1 Security & Emergency Management	2,701	6,239	1,106
Total	2,701	6,239	1,106
Net Assets			
Total assets deployed for Output Group		106	(59)
Total liabilities incurred for Output		(379)	(188)
Net Assets deployed for Output Group		(273)	(247)

Output Group 6 – Local Government

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Other revenue	-	3	93
Revenue from appropriations	1,927	2,518	2,397
Sales of Goods and services	-	-	37
Section 8A(2) carry forward revenue	-	50	-
Total Revenue and other income from transactions	1,927	2,571	2,527
Expenses from transactions			
Employee benefits			
Salaries and Wages	1,346	1,947	1,668
Other Employee Expenses	33	4	4
Superannuation	167	234	207
Depreciation	3	4	3
Amortisation	-	34	12
Supplies and consumables			
Advertising and promotion	12	37	13
Board members fees	-	55	9
Communications	14	-	12
Consultants	33	103	198
Information technology	28	12	8
Maintenance	1	2	1
Operating lease costs	-	13	17
Other employee related expenses	-	12	8
Other supplies and consumables	46	52	30
Property services	174	146	179
Travel and transport	41	30	27
Grants and transfer payments	-	-	4
Finance costs	-	4	-
Other transfer payments	-	-	84
Transfers to the Consolidated Fund	-	-	12
Contributions provided	23	-	-
Other expenses	6	11	-
Total Expenses from transactions	1,927	2,700	2,494
Net Result from transactions (net operating balance)	-	(129)	32
Other economic flows included in net result			
Total Other economic flows included in net result	-	-	-
Net Result	-	(129)	32
Comprehensive Result	-	(129)	32
Expense by output			
7.1 Local Government	1,927	2,700	2,494
Total	1,927	2,700	2,494
Net Assets			
Total assets deployed for Output Group		43	116
Total liabilities incurred for Output		(642)	(580)
Net Assets deployed for Output Group		(599)	(464)

Output Group – Community, Sport and Recreation

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Revenue from appropriations	-	-	33,508
Section 8A(2) carry forward revenue	-	-	133
Grants	-	-	4,545
Sales of Goods and services	-	-	1,358
Other revenue	-	-	2,181
Total Revenue and other income from transactions	-	-	41,725
Expenses from transactions			
Employee benefits			
Salaries and Wages	-	-	8,427
Other Employee Expenses	-	-	34
Superannuation	-	-	1,027
Depreciation	-	-	646
Amortisation	-	-	87
Supplies and consumables			
Advertising and promotion	-	-	180
Communications	-	-	126
Consultants	-	-	212
Information technology	-	-	620
Maintenance	-	-	117
Operating lease costs	-	-	74
Other employee related expenses	-	-	81
Other supplies and consumables	-	-	1,029
Property services	-	-	802
Travel and transport	-	-	340
Grants and transfer payments	-	-	21,985
Finance costs	-	-	1
Other transfer payments	-	-	2,196
Transfers to the Consolidated Fund	-	-	17
Other expenses	-	-	77
Total Expenses from transactions	-	-	38,080
Net Result from transactions (net operating balance)	-	-	3,645
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	-	-	20
Total Other economic flows included in net result	-	-	20
Net Result	-	-	3,665
Comprehensive Result	-	-	3,665
Expense by output			
Community Development-Policy Advice	-	-	13,694
Office Aboriginal Affairs	-	-	1,901
Veteran's Affairs	-	-	2,851
Sport and Recreation	-	-	19,054
Women's Policy	-	-	580
Total	-	-	38,080
Net Assets			
Total assets deployed for Output Group		-	35,569
Total liabilities incurred for Output		-	(2,543)
Net Assets deployed for Output Group		-	33,026

Capital Investment Program

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue – works and services	250	250	1,237
Appropriation Carried Forward under section 8A(2)	-	250	777
Total revenue and other income from transactions	250	500	2,014
Expenses from transactions			
Transfers to Service Tasmania lead agencies	250	500	-
Supplies and Consumables	-	-	257
Total expenses from transactions	250	500	257
Net result from transactions (net operating balance)	-	-	1,757
Net Result	-	-	1,757
Comprehensive result	-	-	1,757
Expense by project			
Service Tasmania Shops Capital Investment	250	500	179
Silverdome WHS Project	-	-	78
Total	250	500	257
Net assets			
Total assets deployed for Capital Investment Program	-	-	2,417
Total liabilities incurred for Capital Investment Program	-	-	(737)
Net assets deployed for Capital Investment Program	-	-	1,679

2.2 Reconciliation of total output groups comprehensive result to statement of comprehensive income

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Total comprehensive result of Output Groups	(1,183)	(2,027)	4,863
Comprehensive result	(1,183)	(2,027)	4,863

2.3 Reconciliation of total output groups net assets to statement of financial position

	2019 Actual \$'000	2018 Actual \$'000
Total net assets deployed for Output Groups	1,676	34,151
Reconciliation to net assets		
Assets unallocated to Output Groups	-	-
Liabilities unallocated to Output Groups	-	-
Net assets	1,676	34,151

2.4 Administered output schedule

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

Output Group – Administered Items

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Administered revenue and other income from transactions	-	-	
Revenue from appropriation			7,029
Total administered revenue and other income from transactions	-	-	7,029
 Administered expenses from transactions			
Tasmanian Community Fund	-	-	6,529
Tasmanian Icon – State Cricket Team	-	-	500
Total administered expenses from transactions	-	-	7,029
Administered net result from transactions (net operating balance)	-	-	-
Total administered comprehensive result	-	-	-
 Administered expenses by project			
Tasmanian Community Fund	-	-	6,529
Tasmanian Icon – State Cricket Team	-	-	500
Total	-	-	7,029

The Department does not have any Administered Assets or Liabilities.

NOTE 3 Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2018-19 Budget Papers and is not subject to audit.

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

3.1 Statement of comprehensive income

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation Revenue – recurrent	(a)	59,982	67,231	7,249	12
Appropriation Carried Forward under section 8A(2)	(b)	-	837	837	-
Sale of goods and services	(c)	35,930	31,953	(3,977)	(11)
Other revenue	(d)	4,382	6,296	1,914	44
Supplies and consumables	(e)	40,237	34,170	(6,067)	(15)
Grants and subsidies	(f)	3,034	1,610	(1,424)	(47)
Other transfer payments	(g)	-	9,017	9,017	-

Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- (a) Reflects an increase in appropriation for:
 - Southern Tasmania Extreme Weather Event (\$2.07M)
 - Flood Mapping Project (\$1.5M)
 - Local Government Legislation Review (\$0.7M)
 - Bushfire Recovery Taskforce (\$0.6M)
 - Commencement of Brand Tasmania Statutory Authority (\$0.3M)
 - Beaconsfield Mineshaft Remediation (\$0.2M)
 - Housing Campaign(\$0.1M)
 - Ex-Gratia Payment – Brown & Hoyt vs The State HCA3 of 2016 (\$0.3M)
 - Secretariat for Sorell/Tasman Councils Shared Services Board (\$0.02M)
 - Tasmanian Government exhibits at agricultural events (\$0.1M)
 - TasAlert Budget Risk (\$0.2M)
 - Salary Increase for Equivalent Specialists (Senior Lawyers) in Office Parliamentary Counsel (\$0.03M)
 - Office of Security and Emergency Management Permanent Establishment Budget Deficit (\$0.25M)
 - Meningococcal Advertising (\$0.13M)
 - Short Stay Accommodation Advertising (\$0.04M)
 - Payment to State Growth for the Cradle Coast Authority (\$0.3M)
 - General Indexation Provision (\$0.09M).
- (b) Reflects appropriation carried forward under section 8A(2) for
 - Brand Tasmania (\$0.3M)
 - State Service Management Office Gender Diversity (\$0.2M)
 - Service Tas Capital Investment Project (\$0.3M)
 - Local Government Governance (\$0.1M).
- (c) Reflects Networking Tasmania fees now charged by Telstra directly to agencies (\$3M) and a reduction in other communication services to councils and non-Crown customers (\$0.6M).
- (d) Reflects reimbursements from the Department of Communities Tasmania.
- (e) Reflects a reduction in costs associated with Networking Tasmania charges now charged by Telstra directly to agencies (\$3M), a reduction in costs for the provision of training services (\$1.3M) a reduction in other communication costs relating services to councils, non-Crown customers, and full exit off the Spectrum platform (\$1.1M) and a reduction in Digital Services and Strategy project costs (0.6M)

- (f) Reflects the following budgeted grants payments not being made in 2018-19:
- Office of Security and Emergency Management recovery payments (\$0.7M)
 - Capital Investment Projects payment made as building maintenance expense (\$0.3M)
 - Climate action grant payments (\$0.1M)
 - ANZSOG (\$0.1M)
 - Premier's Discretionary Fund (\$0.1M).
- (g) Reflects
- Transfer of Commonwealth funding received to Department of Treasury and Finance for the ANZAC Centenary Pedestrian Bridge (\$4.5M)
 - Transfer to Department of Primary Industries, Parks Water and Environment fund for flood recovery mapping (\$2.1M)
 - Transfer to Department of Police, Fire and Emergency Services for Tasmanian flood mapping project (\$1.1M)
 - Transfer to Department of Primary Industries, Parks Water and Environment payment for IT services under BSA (\$0.4M)
 - Transfer to Department of State Growth funding for Cradle Coast Authority future plans position (\$0.3M)
 - Transfer to Brand Tasmania Council 2018-19 funding (\$0.3M)
 - Transfer to Department of Communities Tasmania funds for Reset the Relationship with the Tasmanian Aboriginal Community (0.1M)
 - Transfer to Department of Treasury and Finance Section 8A(2) carry forward balances remaining in 2018-19 (\$0.1M).

3.2 Statement of financial position

Budget estimates for the 2018-19 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2017-18. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2018-19. The following variance analysis therefore includes major movements between the 30 June 2018 and 30 June 2019 actual balances.

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Cash and deposits	(a)	1,795	9,168	8,660	7,373	508
Receivables	(b)	1,981	5,136	10,851	3,155	(5,715)
Other financial assets	(c)	2,610	-	-	(2,610)	-
Other non-financial assets	(d)	2,446	1,553	1,622	893	(69)
Plant, equipment and leasehold improvements	(e)	1,713	1,275	1,780	(438)	(505)
Land	(f)	-	-	3,120	-	(3,120)
Buildings	(g)	-	-	28,305	-	(28,305)
Payables	(h)	2,102	615	3,524	1,487	(2,909)
Other non-financial liabilities	(i)	2,283	660	1,719	1,623	(1,059)
Reserves	(j)	3,666	10	3,330	(3,656)	(3,320)
Accumulated Funds	(k)	(10,012)	1,666	30,851	11,678	(29,185)

Notes to Statement of Financial Position – Budget variances

Variations are primarily due to:

- (a) Higher than budgeted cash balance due to a higher than expected opening actual balance (\$1.2M), compounded by Service Tasmania incurring lower than expected project spending (\$1M) and Digital Strategy and Services projects arising from Digital Strategy and Services restructure awaiting commencement (\$4M).
- (b) Budget showing accrued revenue in other financial assets, actuals showing in receivables (\$2.6M).
- (c) Budget showing accrued revenue in other financial assets, actuals showing in receivables (\$2.6M).
- (d) Variance to budget due to timing differences of payments in comparison to budget estimates.
- (e) Assets transferred to Department of Communities Tasmania as part of Administrative Restructure (\$379K)
- (h) Lower than budgeted payables due to timing of invoices received (\$1.4M).
- (i) Reduced Section 8A(2) Carry Forwards (\$0.837M) and invoicing in advance (\$0.6M).
- (k) Impact of administrative restructure that occurred on 1 July 2019, including the write down of the Asset Revaluation Reserve on transfer of Communities Sport and Recreation assets.

Notes to Statement of Financial Position – Actual variances

Variations are primarily due to:

- (b) Lower outstanding Trade Receivables in comparison to last year due to the one-off funding for the Hobart Pedestrian Bridge (\$4.5M).
- (e) Assets transferred to Department of Communities Tasmania as part of Administrative Restructure. (\$379K).
- (f) Land transferred to Department of Communities Tasmania as part of Administrative Restructure. (\$3.12M).
- (g) Buildings transferred to Department of Communities Tasmania as part of Administrative Restructure. (\$28.3M).
- (h) Payables transferred to Department of Communities Tasmania (\$0.7M) and lower payables due to timing of invoices received (\$2.2M).
- (i) Reduced Section 8A(2) carried forward from 2018 (\$0.8M) and invoicing in advance (\$0.2M).
- (j) Land and Building Revaluation Reserves were transferred to accumulated funds, due to the associated Communities Sport and Recreation assets.
- (k) Impact of administrative restructure that occurred on 1 July 2019 for the transfer of Communities Sport and Recreation.

3.3 Statement of cash flows

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation receipts – recurrent	(a)	60,192	67,231	7,039	12
Grants	(b)	-	4,732	4,732	-
Other cash receipts	(c)	4,382	6,186	1,804	41
GST Payments	(d)	(4,772)	(7,158)	(2,386)	50
Grants and subsidies	(e)	(3,034)	(1,633)	1,401	46
Other transfer payments	(f)	-	(10,079)	(10,079)	-
Cash outflow on administrative restructure	(g)	-	(1,046)	(1,046)	-

Notes to Statement of Cash Flows variances

Variations are primarily due to:

- (a) Reflects an increase in appropriation for:
 - Southern Tasmania Extreme Weather Event (\$2.07M)
 - Flood Mapping Project (\$1.5M)
 - Local Government Legislation Review (\$0.7M)
 - Bushfire Recovery Taskforce (\$0.6M)
 - Commencement of Brand Tasmania Statutory Authority (\$0.3M)
 - Beaconsfield Mineshaft Remediation (\$0.2M)
 - Housing Campaign(\$0.1M)
 - Ex-Gratia Payment – Brown & Hoyt vs The State HCA3 of 2016 (\$0.3M)
 - Secretariat for Sorell/Tasman Councils Shared Services Board (\$0.02M)
 - Tasmanian Government exhibits at agricultural events (\$0.1M)
 - TasAlert Budget Risk (\$0.2M)
 - Salary Increase for Equivalent Specialists (Senior Lawyers) in OPC (\$0.03M)
 - OSEM Permanent Establishment Budget Deficit (\$0.25M)
 - Meningococcal Advertising (\$0.13M)
 - Short Stay Accommodation Advertising (\$0.04M)
 - Payment to State Growth for the Cradle Coast Authority (\$0.3M)
 - General Indexation Provision (\$0.09M).
- (b) Reflects receipt from Department of Veterans Affairs for the ANZAC Centenary Pedestrian Bridge (\$4.5M).
- (c) Reflects reimbursements from the Department of Communities Tasmania.
- (d) Reflects a variance between what was budgeted as purchases subject to GST, and purchases that were actually subject to GST.

- (e) Reflects the following budgeted grants payments not being made in 2018-19:
- OSEM recovery payments (\$0.7M)
 - CIP payment made as building maintenance expense (\$0.3M)
 - Climate action grant payments (0.1M)
 - ANZSOG (\$0.1M)
 - Aboriginal people and young Tasmanians (\$0.1M)
 - Premier's Discretionary Fund (\$0.1M).
- (f) Reflects:
- Transfer of Commonwealth funding received to Department of Treasury and Finance for the ANZAC Centenary Pedestrian Bridge (\$4.5M)
 - Transfer to Department of Primary Industries, Parks Water and Environment fund for flood recovery mapping (\$2.1M)
 - Transfer to Department of Police, Fire and Emergency Services for Tasmanian flood mapping project (\$1.1M)
 - Transfer to Department of Primary Industries, Parks Water and Environment payment for IT services under BSA (\$0.4M)
 - Transfer to Department of State Growth funding for Cradle Coast Authority future plans position (\$0.3M)
 - Transfer to Brand Tasmania Council 2018-19 funding (\$0.3M)
 - Transfer to Department of Communities Tasmania funds for Reset the Relationship with the Tasmanian Aboriginal Community (0.1M)
 - Transfer to Department of Treasury and Finance Section 8A(2) carry forward balances remaining in 2018-19 (\$0.1M).
- (g) Reflects the cash at bank value paid to the Department of Communities Tasmania as part of the Administrative Restructure.

NOTE 4 Underlying Net Operating Balance

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

	Notes	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Net result from transactions (net operating balance)		(1,183)	(2,017)	4,703
Less impact of :				
Non-operational capital funding				
Revenue from Government – works and services	5.1	250	250	1,237
Revenue from Government – Section 8A(2) carried forward for works and services	5.1	-	250	777
Capital funded supplies and consumables		-	-	(257)
Total		250	500	1,757
Underlying Net operating balance		(1,433)	(2,517)	2,946

NOTE 5 Revenue from Transactions

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

5.1 Revenue from Government

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

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

Section 8A(2) of the *Public Account Act 1986* allows for an unexpended balance of an appropriation to be transferred to an account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year, the carry forward is recognised as a liability, Revenue Received in Advance (note 9.5). The carry forward from the initial year is recognised as revenue in the reporting year, assuming the conditions of the carry forward are met and the funds are expended.

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

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Appropriation revenue – recurrent			
Appropriation Current year	59,982	66,962	100,442
Item Reserved by Law: Parliamentary Salaries, Superannuation	-	269	181
Total	59,982	67,231	100,623
Appropriation revenue – works and services			
Appropriation revenue – works and services	250	250	1,237
Total	250	250	1,237
Appropriation Carried Forward under section 8A(2)			
Appropriation Carried Forward under section 8A(2)	-	837	1,744
Total	-	837	1,744
Revenue from Government	60,232	68,318	103,604

5.2 Grants

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

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

	2019 \$'000	2018 \$'000
Grants from Australian Government		
Australia Day activities	141	113
Hobart Pedestrian Walkway	-	4,545
Safe Homes Safe Families – Family Violence Action Plan Funding	-	308
Total	141	4,966

Grants received from the National Australia Day Council in 2018-19 of \$141,225 were provided on the condition that they were used for Australia Day celebrations. An amount of \$25,337 was also carried forward from 2017-18. The amount remaining at the end of 2018-19 is \$85,094, which will be carried forward to 2019-20.

5.3 Sales of goods and services

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

	2019 Actual \$'000	2018 Actual \$'000
Sale of goods and services		
TASINET charges	16,625	17,215
Network Tasmania (NT) contract management	2,253	3,932
Computing services	7,086	4,852
Human resource systems	-	1,850
Oracle licensing	-	439
Training services	1,571	1,417
Service Tasmania transaction fees and contributions	2,995	3,335
Other	1,424	1,691
Total	31,953	34,729

5.4 Other revenue

Revenue from charges for services provided and other recoveries and transfers is recognised when an increase in future economic benefit relating to an increase in an asset or a decrease in a liability has arisen and can be reliably measured.

	2019 Actual \$'000	2018 Actual \$'000
Other revenue		
Donations and Contributions	215	493
Paid parental leave	165	128
Transfers from other agencies	579	1,436
Other	148	1,454
Salary reimbursements	3,788	1,341
Recoveries and reimbursements	1,401	-
Total	6,296	4,852

NOTE 6 Expenses from transactions

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

6.1 Employee benefits

(a) Employee expenses

Employee benefits include, where applicable, entitlements to wages and salaries, recreation leave, personal leave, long service leave, superannuation and other post-employment benefits.

	2019 \$'000	2018 \$'000
Employee benefits		
Wages and Salaries	48,289	51,132
Recreation leave	3,752	4,554
Long service leave	1,300	1,500
Personal leave	1,864	2,221
Other post-employment benefits	293	880
Other employee expenses	658	701
Total	56,155	60,988
Superannuation		
Superannuation	-	183
Superannuation – defined contribution scheme	4,079	4,241
Superannuation – defined benefit scheme	2,182	2,471
Total	6,261	6,895

Superannuation expenses relating to defined benefit schemes relate to payments into the Consolidated Fund. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution is 12.95 per cent (in 2018: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 9.5 per cent (2018: 9.5 per cent) of salary. In addition, departments are also required to pay into the Consolidated Fund a “gap” payment equivalent to 3.45 per cent (in 2018: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of key management personnel

	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other Benefits \$'000	Superan- uation \$'000	Other Benefits & Long-Service Leave \$'000	Termi- nation Benefits ¹ \$'000	
2019						
Key management personnel						
Jenny Gale Secretary	456	19	59	13	-	548
Ruth McArdle Deputy Secretary	239	11	23	9	-	283
David Nicholson Deputy Secretary Policy and Intergovernmental Relations (Ceased 7 Jan 2019)	141	-	16	-	33	190
Kim Enkelaar Director, Office of the Secretary	126	17	16	4	-	164
Renee Anderson Director Corporate and Culture Division (1 Jul 2018 – 3 Mar 2019)	106	12	7	2	-	127
Acting key management personnel						
Melissa Gray Acting Deputy Secretary Policy and Intergovernmental Relations (10 Aug 2018-20 Aug 2018 & 26 Nov 2018-30 Jun 2019)	93	7	12	2	-	113
Renee Anderson Acting Executive Director Strategy and Engagement (4 Mar 2019 – 30 Jun 2019)	54	6	5	1	-	67
Mandy Denby Acting Director Corporate and Culture Division (1 Aug 2018-21 Sep 2018 & 4 Mar 2019-30 Jun 2019)	62	16	8	-	-	86
Total	1,278	88	147	32	33	1,578

¹ Termination benefits include payment of leave balances on separation and any other termination benefit paid.

	Short-term benefits		Long-term benefits			
	Salary \$'000	Other Benefits \$'000	Superan- nuation \$'000	Other Benefits & Long-Service Leave \$'000	Termi- nation Benefits² \$'000	Total \$'000
2018						
Key management personnel						
Jenny Gale Secretary – Appointed 28 November 2017	260	-	34	11	-	305
Greg Johannes Secretary – Resigned 27 November 2017	185	15	50	(188)	200	262
David Nicholson Deputy Secretary (Policy)	246	40	23	8	-	317
Ruth McArdle Deputy Secretary	221	-	21	68	-	310
Renee Anderson Director (Corporate and Culture) (Appointed 9 October 2017)	105	35	10	4	-	154
Kim Enkelaar Director, Office of the Secretary (Commenced 28 November 2017)	72	23	9	(1)	-	103
Mandy Denby Manager Strategic Communications and Marketing – (Ceased 27 November 2017)	53	33	7	(5)	-	88
Frank Ogle Director – State Service Management Office (Ceased 27 November 2017)	101	36	13	10	-	160
Kathy Baker Director – Service Tasmania (Transferred 27 August 2017)	36	10	3	(36)	-	13
Kate Kent Director – Communities, Sport and Recreation (Ceased 27 November 2017)	80	32	14	(5)	-	121
Acting key management personnel						
David Strong Acting Director (Corporate and Culture) (Ceased 2 September 2017)	27	-	3	3	-	33
Mel Gray Acting Deputy Secretary (Policy) (For the period 3 January 2018 to 15 March 2018)	47	33	6	5	-	91
Total	1,433	257	193	(126)	200	1,957

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration during 2018-19 for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits. Longterm employee expenses include long service leave, superannuation obligations and termination payments.

Acting Arrangements

When members of key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence. Individuals are considered members of key management personnel when acting arrangements are for more than a period of one month.

2 Termination benefits include payment of leave balances on separation and any other termination benefit paid.

(c) Remuneration of Ministers

	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Post-Employment Benefits \$'000	Other Benefits & Long-Service Leave \$'000	
2019						
Ministers	2,646	110	209	-	-	2,965
Total	2,646	110	209	-	-	2,965

	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Post-Employment Benefits \$'000	Other Benefits & Long-Service Leave \$'000	
2018						
Ministers	2,299	116	180	-	-	2,595
Total	2,299	116	180	-	-	2,595

From 1 July 2017:

- Funding for Ministerial Allowances were transferred to the House of Assembly;
- All Ministerial Salaries and Allowances were paid by the House of Assembly.

(d) Related party transactions

There are no material related party transactions requiring disclosure.

6.2 Depreciation and amortisation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner that reflects the consumption of their service potential. Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation is provided for on a straight line basis, using rates which are reviewed annually. Major depreciation periods are:

Computing equipment	3-5 years
Plant and equipment	5 years
Infrastructure	10 years
Buildings	50-80 years

Heritage assets are not depreciated.

All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by the Department.

Intangibles (software) are amortised over 3 years.

Amortisation is provided on a straight line basis: Major depreciation periods are:

Software	3 years
Leasehold Improvements	The lesser of 10 years or the life of the lease.

	2019 \$'000	2018 \$'000
Depreciation		
Depreciation – Plant and equipment	-	78
Depreciation – Computer Hardware	106	119
Depreciation – Buildings	-	540
Depreciation – Infrastructure	-	7
Total	106	744
Amortisation		
Amortisation – Leasehold Improvements	201	238
Amortisation – Intangibles – software	249	135
Amortisation – Lease make-good	51	51
Total	501	424
Total 8.2 Depreciation and amortisation	607	1,168
Total Expenses from Transactions	607	1,168

6.3 Supplies and consumables

	2019 \$'000	2018 \$'000
Supplies and consumables		
Communications	11,199	15,302
Information technology	6,334	4,809
Rent	5,458	5,927
Other property services	1,969	1,935
Contractors, training fees, and expenses	1,772	2,155
Travel and transport	1,157	1,367
Advertising and promotion	1,102	529
Consultants	919	1,386
Other supplies and consumables	762	1,223
Operating lease costs	636	699
Minor equipment purchases and maintenance	615	992
Printing and information	581	936
Building and infrastructure maintenance	530	517
Meetings/committee expenses	352	170
Training and conferences	262	377
Materials and supplies	217	255
Audit fees – financial audit	79	73
Entertainment	64	70
Recruitment	60	107
Sitting fees	54	10
Audit fees – internal audit	48	126
Total	34,170	38,964

6.4 Grants, subsidies, donations and contributions

Grants and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

Donations and contributions are assessed individually to provide support to communities nationally, state wide and locally.

A liability is recorded when the Department has a binding agreement to make the grant but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2019 \$'000	2018 \$'000
Grants and subsidies		
Office of Security and Emergency Management Grants	723	5
Premier's Discretionary Fund	309	355
Brand Tasmania Council Grant	206	-
Community Participation and Appeals	167	-
Tasmanian Climate Change Office Grants	138	144
Premier's Scholarship Fund	30	-
Tasmanian Bushfire Recovery Grants	15	-
Other Grants, Subsidies, Donations and Contributions	15	58
Australia Day Grants	7	-
Local Government Election Commitment Grants	-	4
Election Commitments 2018	-	9,172
Sport and Recreation	-	7,137
Communities, Sport and Recreation Grants	-	3,825
Office of Aboriginal Affairs	-	1,048
Family Violence	-	875
Election Commitments 2014	-	803
University Scholarship	-	325
Special Energy Bonus	-	43
Total	1,610	23,793

Office of Security and Emergency Management Grants

Grants and subsidies were provided to community organisations and local governments for community projects, community recovery and extreme weather event assistance.

Premier's Discretionary Fund

This is a discretionary program maintained to allow the Premier to meet funding requests of under \$10,000, to provide limited financial assistance to groups or individuals. These payments are designed to support valued community and cultural activities with national, statewide or local significance. This program is funded under Output 2.1 – Management of Executive Government Processes.

Brand Tasmania

Brand Tasmania is the beginning of a new chapter that unifies and evolves the work of the former Brand Tasmania Council and existing work by government, businesses and the community to strengthen national and international demand for the products and services we offer.

Brand Tasmania works closely and collaboratively with the private sector, local government, peak bodies and other government agencies to promote Tasmania as the best place in the world to live and work, visit, study, invest and trade. It will continue to nurture a Tasmanian place-brand that is collectively owned and promoted by the Tasmanian community

Community Participation Grants

The Community Participation and Appeals Fund was established in July 2015 to support significant community events, as well as charitable appeals. The Fund aims to encourage participation in community and cultural events, and to facilitate the Tasmanian Government's contribution to raising funds for worthy community appeals.

Tasmania Climate Change Office Grants

The Tasmanian Government is offering individual grants of up to \$50,000 towards the upfront cost of purchasing and installing a Direct Current (DC) electric vehicle fast charging station in Tasmania for use by the public. The total available funding pool is \$400,000.

Tasmanian Bushfire Recovery Grants

Provides Tasmanian organisations with funding for projects and initiatives that will help recovery efforts in communities affected by the 2018 / 2019 bushfires

Australia Day Grants

The Australia Day Great Ideas Grants are one element of a larger Australia Day Program run by the Tasmanian Government. The grants program offers local councils seed funding to grow a great idea in its first year. The grant is only available for a new activity that compliments and builds on community Australia Day celebrations and is about inspiring new and imaginative ways for communities to celebrate above and beyond the BBQ, breakfast or awards ceremony.

6.5 Finance costs

All finance costs are expensed as incurred using the effective interest method. Finance costs include:

- interest on bank overdrafts and short term and long term borrowings;
- unwinding of discounted provisions;
- amortisation of discounts or premiums related to borrowings;
- amortisation of ancillary costs incurred in connection with the arrangement of borrowings; and
- finance lease charges.

	2019 \$'000	2018 \$'000
Finance costs		
Interest on advance from the State Government	5	15
Interest (unwinding of lease make-good discount)	58	8
Total	63	22

6.6 Other transfer payments

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services. Transfer payments relate to transfers of funding to other agencies, foundations and other Government entities.

	2019 \$'000	2018 \$'000
Other transfer payments		
Transfers to Tasmanian government agencies	8,642	9,129
Transfers to Australian government agencies	-	259
Transfer payments Local Government	15	1,651
Transfers to Government Business Enterprises	-	32
Other transfers	361	102
Total	9,017	11,173

6.7 Other expenses

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services. Transfers to Service Tasmania lead agencies relate to recoveries by lead agencies (Department of Education and Department of Primary Industries, Parks, Water and Environment) for delivery of services to Service Tasmania.

	2019 \$'000	2018 \$'000
Other expenses		
Ex gratia payment ³	356	-
Workers compensation premiums	414	426
Total	769	426

NOTE 7 Other economic flows included in net result

7.1 Net gain/(loss) on non-financial assets

Gains or losses from the sale of non-financial assets are recognised when control of the asset has passed to the buyer.

Key Judgement

All non-financial assets are assessed to determine whether any impairment exists. Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use. The Department's assets are not used for the purpose of generating cash flows; therefore value in use is expected to be materially the same as fair value, as determined under AASB 13 *Fair Value Measurement*.

All impairment losses are recognised in Statement of Comprehensive Income.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the Estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

	2019 \$'000	2018 \$'000
Net gain/(loss) on liability foregone	-	451
Net gain/(loss) on disposal of physical assets	(10)	(292)
Total	(10)	159

No other economic flows have occurred that require inclusion in the net result for the 2018-19 financial year.

³ Ex-Gratia Payment – Brown & Hoyt vs The State HCA3 of 2016

NOTE 8 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the Department and the asset has a cost or value that can be measured reliably.

8.1 Receivables

In 2017-18 receivables were recognised at amortised cost, less any impairment losses, however, due to the short settlement period, receivables were not discounted back to their present value. In addition, receivables were subject to an annual review for impairment, where there was objective evidence that, as a result of one or more events that occurred after the initial recognition, the future cash flows have been affected.

From 2018/19, the Department recognises receivables at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. The Department recognises an allowance for expected credit losses for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the Department applies a simplified approach in calculating expected credit losses. The Department recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Department has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

	2019 \$'000	2018 \$'000
Receivables		
Receivables	5,136	10,851
Total	5,136	10,851
Sales of goods and services receivables (inclusive of GST)	2,687	2,056
Accrued revenue	2,403	2,729
Tax assets (Net GST receivable)	(1)	850
Other receivables	46	5,215
Total	5,136	10,851
Settled within 12 months	5,136	10,851
Settled in more than 12 months	-	-
Total	5,136	10,851

For ageing analysis of the financial assets, refer to note 13.1

8.2 Property, plant, equipment and leasehold improvements

Key Estimates and Judgements

(i) Valuation basis

Land, Buildings and Heritage assets are recorded at fair value. All other non-current physical assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self-constructed assets includes the cost of materials and direct labour; any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of plant, equipment and leasehold improvements have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

Fair value is based on the highest and best use of the asset. Unless there is an explicit Government policy to the contrary, the highest and best use of an asset is the current purpose for which the asset is being used or build occupied.

(ii) Subsequent costs

The cost of replacing part of an item of plant, equipment and any leasehold improvement is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Department and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day-to-day servicing of plant, equipment and leasehold improvements are recognised in profit or loss as incurred.

(iii) Asset recognition threshold

The asset capitalisation threshold adopted by the Department for all classes of assets is \$10,000, with the exception of assets held by Digital Strategy and Services. For business purposes, Digital Strategy and Services have adopted a recognition threshold of \$1,000. Items purchased that are valued at less than the asset capitalisation threshold of their class of asset are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

(iv) Revaluations

Assets are grouped on the basis of having a similar nature or function in the operations of the Department.

The Department's Heritage Assets (furniture) are revalued on a three yearly basis and are reported at fair value. The Department's Land and Building Assets are revalued with sufficient regularity to ensure the carrying amount is representative of fair value at reporting date.

a) Carrying amount

	2019 \$'000	2018 \$'000
Plant, Equipment & Leasehold Improvements		
Carrying Amount		
Heritage furniture assets		
At fair value	30	55
Total	30	55
Land		
At cost	-	3,120
Less: provision for impairment	-	-
Total	-	3,120
Buildings		
At cost	-	69,596
Less: Accumulated depreciation	-	(41,291)
Total	-	28,305
Plant and equipment		
At cost	52	1,768
Less: Accumulated depreciation	(51)	(1,465)
Total	-	304
Computer hardware		
At cost	1,770	2,235
Less: Accumulated depreciation	(1,584)	(1,907)
Total	186	327
Leasehold improvements		
At cost	1,926	1,763
Less: Accumulated depreciation	(867)	(669)
Total	1,059	1,094
Total plant, equipment and leasehold improvements	1,275	33,205

The latest revaluations of the Heritage furniture Assets as at 30 June 2015 were performed independently. The valuation was undertaken by Gowans Auctions (Auctioneers and Valuers with 30 years' experience). The valuations were based on fair market value.

The Department has not recognised 27 items of Heritage furniture in the Statement of Financial Position due to the reliable measurement criteria for asset recognition not being met.

b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of plant, equipment and leasehold improvements at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.

	Level 2 Buildings \$'000	Level 3 Building \$'000 s	Level 2 Land \$'000	Level 2 Heritage furniture \$'000	Plant and equipment \$'000	Computer hardware \$'000	Leasehold improvements \$'000	Total \$'000
2019								
Carrying value at 1 July	2,224	26,081	3,120	55	304	327	1,094	33,205
Additions	-	-	-	-	-	-	179	179
Disposals	-	-	-	-	-	-	-	-
Net additions (disposals) through restructuring	(2,224)	(26,081)	(3,120)	(25)	(304)	(35)	(13)	(31,805)
Work in Progress	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	(106)	(201)	(304)
Carrying value at 30 June	-	-	-	30	-	186	1,059	1,275
	Level 2 Buildings \$'000	Level 3 Building \$'000 s	Level 2 Land \$'000	Level 2 Heritage furniture \$'000	Plant and equipment \$'000	Computer hardware \$'000	Leasehold improvements \$'000	Total \$'000
2018								
Carrying value at 1 July	2,262	24,498	3,120	55	304	268	1,210	31,717
Additions	-	-	-	-	86	178	371	635
Disposals	-	-	-	-	(9)	-	(277)	(286)
Work in Progress	-	2,085	-	-	-	-	27	2,113
Depreciation	(38)	(502)	-	-	(77)	(119)	(238)	(974)
Carrying value at 30 June	2,224	26,081	3,120	55	304	327	1,094	33,205

Transfers between categories

There have been no transfers between Levels 1, 2 and 3 during the reporting period.

Valuation Techniques, inputs and processes

Level 2 Valuation Techniques and Inputs for Land and buildings

Valuation Technique: The valuation technique used to value land and buildings is the market approach that reflects recent transaction prices for similar properties and buildings (comparable in location and size).

Inputs: Prices and other relevant information generated by market transactions involving comparable land and buildings were considered. Regard was taken of the Crown Lease terms and tenure, as well as current zoning.

As a result of a restructuring of administrative arrangements, the Department relinquished its responsibility for Communities, Sport and Recreation, Silverdome and Family Violence Action Plan on 1 July 2018.

Level 2 Valuation Techniques and Inputs for Heritage and cultural assets

Valuation Technique: Heritage and cultural assets were considered specialised assets by the valuers and were measured using the sales comparison approach of market value, which considers the sales of similar or substitute properties and related market data and establishes a value estimate by processes involving comparison. In general, an item being valued is compared with sales of similar items that have been transacted in the open market. Listings and offerings may also be considered.

Inputs: In determining the value of heritage and cultural assets regard was given to the age and condition of the assets, to specifically comparable sales or sales information and in other cases the valuers own knowledge of the market. Also consideration was given to recent sales and sales of works by artists with similar standing in mind.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer.

There were no changes in valuation techniques during 2018-19.

Level 3 Valuation Techniques and Inputs for Buildings

Valuation Technique: The valuation technique used to value buildings is the depreciated replacement cost approach that reflects market prices of construction cost costs, the likely economic life of buildings, the condition of the buildings as at the date of inspection, and design aspects which may make the buildings less efficient than a modern replacement.

As a result of a restructuring of administrative arrangements, the Department relinquished its responsibility for Communities, Sport and Recreation, Silverdome and Family Violence Action Plan on 1 July 2018.

c) Level 3 significant valuation inputs and relationship to fair value

Description	Fair value at 30 June \$'000	Significant unobservable inputs used in valuation ¹	Possible alternative values for level 3 inputs	Sensitivity of fair value to changes in level 3 inputs
Buildings – specific purpose / use buildings – Silverdome		A – Construction costs B – Economic life of buildings C – Age and condition D – Design life	Note 1	The higher the construction costs the higher the fair value. The higher the useful life the higher the fair value.

Note 1: When valuing these assets, their existing use and unlikely alternative uses, are taken into account by valuers. As a result, it is most unlikely that alternative values will arise unless there are more changes in known inputs.

8.3 Infrastructure

Reconciliations of the carrying amounts of each class of infrastructure at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.

a) Carrying amount

	2019 \$'000	2018 \$'000
Infrastructure		
At cost		
TMD Data Centre	-	-
Less: accumulated depreciation	-	-
Total	-	-

b) Reconciliation of movements

	2019 \$'000	2018 \$'000
Carrying amount at start of year	-	42
Disposals	-	(35)
Depreciation expense	-	(7)
Carrying amount at end of year	-	-

8.4 Intangibles

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to the Department; and
- the cost of the asset can be reliably measured.

Intangible assets held by the Department are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses.

	2019 \$'000	2018 \$'000
Intangibles		
a) Carrying Amount		
Intangibles		
Software at cost	3,421	3,695
Less: Accumulated depreciation	(2,819)	(2,835)
Total	602	861
b) Reconciliation of Movements		
Intangibles		
2019		
Carrying amount at start of year	861	804
Additions	-	191
Disposals	(10)	-
Depreciation	(249)	(135)
Carrying amount at end of year	602	861

Intangible assets for the Department are not revalued due to software having a limited useful life. See note 8.2.

8.5 Other non-financial assets

Prepayments are recognised when they occur and are measured at the nominal amount. Lease make-good is recognised at amortised cost.

a) Carrying amount

	2019 \$'000	2018 \$'000
Other current assets		
Prepayments	879	1,296
Total	879	1,296
Other non-current assets		
Lease make-good	513	513
Less: Accumulated amortisation	(239)	(187)
Total	274	325
Settled within 12 months	879	1,296
Settled in more than 12 months	274	325
Total Other non-financial assets	1,153	1,622

b) Reconciliation of movements

	Prepayments \$'000	Lease makegood \$'000	Total \$'000
2019			
Carry amount as at 1 July	1,296	325	1,622
Additions	879	-	879
Disposals	(1,296)	-	(1,296)
Amortisation Expense	-	(51)	(51)
Balance at end of financial year	879	274	1,153
	Prepayments \$'000	Lease makegood \$'000	Total \$'000
2018			
Carry amount as at 1 July	2,210	428	2,638
Additions	1,296	-	1,296
Disposals	(2,210)	(52)	(2,262)
Amortisation Expense	-	(51)	(51)
Balance at end of financial year	1,296	325	1,622

NOTE 9 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

9.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.

	2019 \$'000	2018 \$'000
Creditors	-	697
Accrued Expenses	615	2,827
Total	615	3,524
Settled within 12 Months	615	3,524
Settled in more than 12 Months	-	-
Total	615	3,524

Settlement is usually made within 30 days.

9.2 Interest bearing liabilities

Bank loans and other loans are initially measured at fair value, net of transaction costs. Bank loans and other loans are subsequently measured at amortised cost using the effective interest rate method, with interest expense recognised on an effective yield basis.

The effective interest rate method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period.

	2019 \$'000	2018 \$'000
Loans from the State Government	-	339
Total	-	339
Settled within 12 months	-	339
Settled in more than 12 months	-	-
Total	-	339

9.3 Provisions

A provision arises if, as a result of a past event, the Department has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability. Any right to reimbursement relating to some or all of the provision is recognised as an asset when it is virtually certain that the reimbursement will be received.

a) Carrying amount

	2019 \$'000	2018 \$'000
(a) Carrying Amount		
Operating lease make-good provisions	659	602
Total	659	602
Settled within 12 months	-	-
Settled in more than 12 months	659	602
Total	659	602

b) Reconciliation of movements in provisions

	Lease make-good		Total Provisions	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Carry amount as at 1 July	602	645	602	645
Increases	-	-	-	-
Charges against provision	-	-	-	-
Reversals	-	(51)	-	(51)
Changes in discounting	58	8	58	8
Balance at 30 June	659	602	659	602

9.4 Employee benefits

Liabilities for wages and salaries and recreation leave are recognised when the employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

	2019 \$'000	2018 \$'000
Accrued salaries	479	499
Recreational leave	4,427	4,785
Long services leave	8,817	9,579
Total	13,722	14,863
Settled within 12 months	12,466	13,315
Settled in more than 12 months	1,257	1,548
Total	13,722	14,863

9.5 Other liabilities

Other liabilities are recognised in the Statement of Financial Position when it is probable that the outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

Other liabilities consist of employee benefits on costs, revenue received in advance, appropriation carried forward from current year under Section 8A(2) carry forward in the *Public Account Act 1986* and a lease incentive liability.

	2019 \$'000	2018 \$'000
Revenue received in advance		
Other revenue received in advance	660	882
Revenue in advance – Section 8(A)2 carry forward	-	837
Total Other Liabilities	660	1,719
Settled within 12 months	660	1,719
Settled in more than 12 months	-	-
Total	660	1,719

NOTE 10 Commitments and Contingencies

10.1 Schedule of commitments

	2019 \$'000	2018 \$'000
By Type		
Operating lease commitments		
Operating leases	9,554	11,090
Total operating lease commitments	9,554	11,090
Other Rental commitments		
Rent for Crown owned properties	3,149	3,335
Rent for Crown leased properties	29,825	31,478
Total other rental commitments	32,974	34,812
By maturity		
Operating lease commitments		
One year or less	3,085	3,140
From one to five years	5,147	6,104
More than five years	1,322	1,846
Total operating lease commitments	9,554	11,090
Other Rental commitments		
One year or less	3,985	3,912
From one to five years	15,939	15,649
More than five years	13,049	15,250
Total other rental commitments	32,974	34,812

Operating Lease Commitments

The Department has entered into a number of operating lease agreements for buildings and office equipment, where the lessors effectively retain all the risks and benefits incidental to ownership of the items leased. Equal instalments of lease payments are charged to the Statement of Comprehensive Income over the lease term, as this is representative of the pattern of benefits to be derived from the leased property.

The Department is prohibited by Treasurer's Instruction 502 *Leases* from holding finance leases.

Lease income from operating leases where the Department is a lessor is recognised in income on a straight line basis.

Photocopiers

- Lease payments are determined at time of lease agreement and are paid quarterly.
- Lease terms are for four or five years with no change to the lease rate.

Motor Vehicles

- The Government Motor Vehicle fleet is administered by Lease Plan.
- Lease payments vary according to the type of vehicle.
- Generally all lease terms are for a period of three years or 60,000 kilometres, whichever occurs first.

Properties

- Commercial property lease payments are generally payable monthly in advance in accordance with the terms and conditions of the lease.
- All lease terms vary and generally will contain a provision for an extension of lease for a further term/s.
- Leases contain provision for rent reviews and the rate is adjusted in accordance with the terms and conditions outlined in the lease document. Generally, rent is reviewed to market, CPI or fixed increase.
- Lease agreements do not contain provision for purchase on cessation.
- Lease agreements have been reviewed for make good provisions. (Note 9.3)

Water Coolers

- Lease payments are determined at time of lease agreement and are paid yearly in advance.
- Lease terms are for one year with no change to the lease rate.

Other Rental Commitments

- Rental assessments for Crown Owned properties and subsequent rental payments were previously set by the Valuer-General but in more recent years have been the subject of CPI movement.
- Rental payments for Crown leased properties administered by the Department of Treasury and Finance are made annually.

10.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation.

Quantifiable contingencies

A quantifiable contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A quantifiable contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

The Department has recognised a value in expenses, assets and liabilities for the potential make-good on leases for two properties. These two leases each have a make-good estimated value of \$274,000 and over and are not included in the quantifiable contingent assets and liabilities. See Notes 6.5, 8.5 and 9.3.

	2019 \$'000	2018 \$'000
Quantifiable contingent liabilities		
Potential make good on lease	109	85
Litigation claim	-	356
Total quantifiable contingent liabilities	109	441
Quantifiable contingent assets		
Lease hold improvement – make good	78	72
Total quantifiable contingent assets	78	72

NOTE II Reserves

II.1 Reserves

	Land \$'000	Buildings \$'000	Heritage and cultural assets \$'000	Lease makegood \$'000	Total \$'000
2019					
Asset revaluation reserve					
Balance at the beginning of financial year	398	2,892	10	-	3,300
Revaluation increments/ (decrements)	-	-	-	-	-
Transfers to accumulated reserves	(398)	(2,892)	-	-	(3,290)
Balance at end of financial year	-	-	10	-	10
2018					
Asset revaluation reserve					
Balance at the beginning of financial year	398	2,892	10	366	3,666
Revaluation increments/ (decrements)	-	-	-	-	-
Transfers to accumulated surplus	-	-	-	(366)	(366)
Balance at end of financial year	398	2,892	10	-	3,300

Nature and purpose of reserves

Asset Revaluation Reserve

The Asset Revaluation Reserve is used to record increments and decrements on the revaluation of Buildings, Land and Heritage assets (furniture), as described in Note 8.2.

II.2 Administrative Restructuring

Net assets relinquished are designated as distributions to owners and adjusted through equity. Net assets transferred are initially recognised at the amounts at which they were recognised by the transferring department immediately prior to the transfer.

As a result of a restructuring of administrative arrangements, the Department relinquished its responsibility for Communities, Sport and Recreation, Silverdome and Family Violence Action Plan on 1 July 2018.

In respect of activities relinquished, the Department transferred the following assets and liabilities to Department of Communities Tasmania:

	2019 \$'000	2018 \$'000
Net assets relinquished on restructure		
Financial assets		
Cash and deposits	1,048	-
Receivables	75	-
Non-financial assets		
Land	3,120	-
Buildings	28,305	-
Plant, equipment and leasehold improvements	379	-
Other non-financial assets	6	-
Total assets relinquished	32,933	-
Financial Liabilities		
Payables	(680)	-
Non-financial liabilities		
Employee benefits	(1,786)	-
Other non-financial liabilities	(18)	-
Total liabilities relinquished	(2,484)	-
Net assets (liabilities) relinquished on restructure	30,449	-
Net contribution by the Government as owner during the period	-	-

Prior year comparatives have not been adjusted or realigned to reflect the restructure.

NOTE 12 Cash Flow Reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in the Special Deposits and Trust Fund, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

12.1 Cash and deposits

Cash and deposits includes the balance of the Special Deposits and Trust Fund Accounts held by the Department, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

	2019 \$'000	2018 \$'000
Special Deposits and Trust Fund balance		
T520 Department of Premier and Cabinet Operating Account	2,960	2,906
T631 Digital Strategy and Services Operating Account	4,936	3,944
T773 Sport and Recreation Tasmania	-	93
T816 Department of Premier and Cabinet Service Tasmania Account	1,202	1,628
Total	9,098	8,571
Other cash held		
Petty cash	3	3
Service Tasmania Shop Cash Floats	67	86
Total	70	89
Total cash and deposits	9,168	8,660

The funds held in T520 as at 30 June 2019 are primarily for projects yet to commence or commenced but not completed for which specific Commonwealth or State funds were allocated. The funding held in the trust fund for Australian and State government funded projects commenced but not completed totals \$1.233m.

The funds held in T631 as at 30 June 2019 include Commonwealth or State funds allocated to projects yet to commence or commenced but not completed. These projects include the transfer to Infrastructure as a Service, and the move to Office 365 for the Whole of Government email services. There is also a requirement to have reserves to meet normal operating liquidity requirements (\$2m).

The funds held in T816 as at 30 June 2019 is operating cash carried forward to 2019-20 and related to timing of operating activities.

12.2 Reconciliation of net result to net cash from operating activities

	2019 \$'000	2018 \$'000
Net result	(2,027)	4,863
Depreciation and amortisation	607	1,168
Interest on unwinding of lease make-good discount	58	8
(Gain) loss from sale of non-financial assets	10	(159)
Decrease (increase) in Receivables	4,538	(5,261)
Decrease (Increase) in Tax assets	851	(657)
Decrease (Increase) in Accrued revenue	326	(208)
Decrease (Increase) in Prepayments	417	914
Administrative Restructure – Change in Assets	(82)	-
Increase (Decrease) in Employee Benefits	(1,141)	552
Increase (Decrease) in Creditors	(697)	(690)
Increase (Decrease) in Accrued Expenses	(2,047)	2,098
Increase (Decrease) in Other Liabilities	(1,059)	(1,466)
Administrative Restructure – Change in Liabilities	2,484	-
Net cash provided (used) by operating activities	2,238	1,162

12.3 Acquittal of capital investment and special capital investment funds

The Department received Works and Services Appropriation funding and revenues from the Economic and Social Infrastructure Fund to fund specific projects.

Cash outflows relating to these projects are listed below by category.

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

a) Project expenditure

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Capital Investment Program			
Service Tasmania Shop funding	250	500	212
Silverdome WHS Project	-	-	1,802
Total	250	500	2,014
Total Project Expenditure	250	500	2,014

b) Classification of cash flows

The project expenditure above is reflected in the Statement of Cash Flows as follows.

	2019 Actual \$'000	2018 Actual \$'000
Cash Outflows		
Supplies and Consumables	500	290
Payments for acquisition of Assets	-	1,724
Total Cash Outflows	500	2,014

12.4 Financing facilities

Digital Strategy and Services has a Westpac operating bank account with an overdraft facility limit of \$500,000.

	2019 Actual \$'000	2018 Actual \$'000
Westpac Digital Strategy and Services Operating account		
Amount unused	500	500
Total	500	500
Total Financing Facilities	500	500

12.5 Reconciliation of liabilities arising from financing activities

Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Statement of Cash Flows as cash flows from financing activities.

	Borrowings \$'000	Total \$'000
2019		
Balance as at 1 July 2018	339	339
Changes from financing cash flows:		
Cash Repayments	(339)	(339)
Balance as at 30 June 2019	-	-
	Borrowings \$'000	Total \$'000
2018		
Balance as at 1 July 2017	709	709
Changes from financing cash flows:		
Cash Received	-	-
Cash Repayments	(370)	(370)
Balance as at 30 June 2018	339	339

NOTE 13 Financial Instruments

13.1 Risk exposures

a) Risk management policies

The Department has exposure to the following risks from its use of financial instruments:

- 1) credit risk;
- 2) liquidity risk; and
- 3) market risk.

The Head of Agency has overall responsibility for the establishment and oversight of the Department's risk management framework. Risk management policies are established to identify and analyse risks faced by the Department, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

b) Credit risk exposures

Credit risk is the risk of financial loss to the Department if a customer or counterparty to a financial instrument fails to meet their contractual obligations.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		
Receivables	The Department has a debt management policy with processes surrounding the raising of debts payable to the Department and the management of outstanding debts. The Department does not have a significant exposure to credit risk as departmental receivables are mainly from other government entities. The Department does not consider a need to have a provision for impairment.	General terms of trade are 30 days.
Cash and Deposits	Cash and deposits are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution and funds held in the Special Deposits and Trust Fund account.

The Department's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Position, net of any allowances for losses.

The Department does not have any significant exposure to credit risk.

Receivable age analysis – expected credit loss

The simplified approach to measuring expected credit losses is applied, which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the receivables. The loss allowance for trade debtors as at 30 June 2019 and 1 July 2018 (adoption of AASB9) are as follows.

Expected credit loss analysis of receivables as at 30 June 2019

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91+days \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)	4,535	534	22	(2)	46	5,136
Expected credit loss (AxB)	-	-	-	-	-	-

Expected credit loss analysis of receivables as at 1 July 2018 (adoption date of AASB9)

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91+days \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)	10,458	296	69	-	28	10,851
Expected credit loss (AxB)	-	-	-	-	-	-

The following table is for comparative purposes only, and represents the age analysis that was published as part of the Department's 2017-18 financial statements under the previous accounting standards.

Analysis of financial assets that are past due at 30 June 2018 but not impaired

	Not past due \$'000	Past due 30 days \$'000	Past due 60 days \$'000	Past due 90 days \$'000	Total \$'000
Receivables	10,458	296	69	28	10,851

c) Liquidity risk

Liquidity risk is the risk that the Department will not be able to meet its financial obligations as they fall due. The Department's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due. The Department does not have any significant exposure to liquidity risk.

The Department has policies in place to manage liabilities as they fall due. The Department's budget policy enables the identification of issues and initiatives that have a budgetary impact and where appropriate to seek adequate funding to meet commitments as they arise.

The following tables detail the undiscounted cash flows payable by the Department by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial liabilities		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.	Settlement is usually made within 30 days.
Interest bearing liabilities	Bank loans and other loans are initially measured at fair value, net of transaction costs. Bank loans and other loans are subsequently measured at amortised cost using the effective interest rate method, with interest expense recognised on an effective yield basis. The effective interest rate method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period.	As at 30 June 2019, the Department did not have interest bearing financial instruments.

2019 Maturity analysis for financial liabilities

	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	>5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	615	-	-	-	-	-	615	615
Interest bearing liabilities	-	-	-	-	-	-	-	-
Total	615						615	615

2018 Maturity analysis for financial liabilities

	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	>5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	3,524	-	-	-	-	-	3,524	3,524
Interest bearing liabilities	339	-	-	-	-	-	339	339
Total	3,863						3,863	3,863

d) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The primary market risk that the Department is exposed to is interest rate risk.

The Department manages a number of accounts under the *Public Account Act 1986* and in accordance with the *Financial Management Act 2016*, including the Treasurer's Instructions.

The Department's only interest bearing financial instrument was fully settled in May 2019. Therefore the Department does not currently have any significant exposure to interest rate risk.

Sensitivity Analysis of Department's Exposure to possible Changes in Interest Rates.

The Department has performed a sensitivity analysis relating to its exposure to interest rate risk as at balance date.

- The Department operates a collection account and an expenditure account. No interest is applied to these accounts.
- Receivables are mainly from other government entities with credit terms of 30 days. Interest is not applied to other agencies on overdue amounts.
- The Department's accounts payable policy and procedures is to pay accounts within 30 days unless other trading terms have been agreed. This is deemed to provide no interest rate risk to the Department.
- The Department does not have financial leases or financial guarantees.

As at 30 June 2019, the Department did not have interest bearing financial instruments and no significant exposure to changes in interest rates.

A change in the variable rate of 100 basis points would not have a material effect on the Department's profit and loss or equity.

Sensitivity Analysis of Department's Exposure to Possible changes in Interest Rates

	Statement of Comprehensive Income		Equity	
	100 basis points increase	100 basis points decrease	100 basis points increase	100 basis points decrease
30 June 2019				
Loan from Treasury	(2)	2	(2)	2
Net Sensitivity	(2)	2	(2)	2

	Statement of Comprehensive Income		Equity	
	100 basis points increase	100 basis points decrease	100 basis points increase	100 basis points decrease
30 June 2018				
Loan from Treasury	(5)	5	(5)	5
Net sensitivity	(5)	5	(5)	5

This analysis assumes all other variables remain constant. The analysis was performed on the same basis for 2018.

13.2 Categories of financial assets and liabilities

AASB 9 Carrying amount

	2019 \$'000
Financial assets	
Amortised cost	5,136
Total	5,136
Financial Liabilities	
Financial liabilities measured at amortised cost	615
Total	615

AASB 139 Carrying amount

	2018 \$'000
Financial assets	
Loans and receivables	10,851
Total	10,851
Financial Liabilities	
Financial liabilities measured at amortised cost	3,863
Total	3,863

13.3 Comparison between carrying amount and net fair value of financial assets and liabilities

	Carrying Amount 2019 \$'000	Net Fair Value 2019 \$'000	Carrying Amount 2018 \$'000	Net Fair Value 2018 \$'000
Financial assets				
Petty cash	70	70	89	89
Cash in Special Deposits and Trust Fund	9,097	9,097	8,571	8,571
Receivables	5,135	5,135	10,851	10,851
Total financial assets	14,302	14,302	19,511	19,511
Financial liabilities				
Payables	615	615	3,524	3,524
Interest bearing liabilities	-	-	339	339
Total financial liabilities	615	615	3,863	3,863

13.4 Net Fair Values of Financial Assets and liabilities

	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
2019				
Financial Assets				
Petty Cash	70	-	-	70
Cash in Special Deposits and Trust Fund	9,097	-	-	9,097
Receivables	5,135	-	-	5,135
Total Financial Assets	14,302	-	-	14,302
Financial Liabilities				
Payables	615	-	-	615
Total Financial Liabilities	615	-	-	615
2018				
Financial Assets				
Petty Cash	89	-	-	89
Cash in Special Deposits and Trust Fund	8,571	-	-	8,571
Receivables	10,851	-	-	10,851
Total Financial Assets	19,511	-	-	19,511
Financial Liabilities				
Payables	3,524	-	-	3,524
Interest Bearing Liabilities	339	-	-	339
Total Financial Liabilities	3,863	-	-	3,863

The recognised fair values of financial assets and financial liabilities are classified according to the fair value hierarchy that reflects the significance of the inputs used in making these measurements. The Department uses various methods in estimating the fair value of a financial instrument. The methods comprise:

- Level 1 the fair value is calculated using quoted prices in active markets;
- Level 2 the fair value is estimated using inputs other than quoted prices include in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices);
- Level 3 the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

NOTE 14 Notes to Administered Statements

14.1 Explanations of material variances between budget and actual outcomes

The variances between Budget estimates and actual outcomes were not material. The variance was less than both 10 per cent of Budget estimate and \$500,000.

14.2 Administered revenue from Government

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

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

	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000
Appropriation revenue – recurrent			
Reserved by law – Tasmanian Community Fund	-	-	6,529
Reserved by law – Tasmanian Icon – State Cricket Team	-	-	500
Total revenue from Government	-	-	7,029

14.3 Administered transfer expenses

	2019 Actual \$'000	2018 Actual \$'000
Transfer to Tasmanian Community Fund	-	6,529
Transfer to Tasmanian Icon – State Cricket Team	-	500
Total	-	7,029

NOTE 15 Transactions and Balances Relating to a Trustee or Agency Arrangement

Transactions relating to activities undertaken by the Department in a trust or fiduciary (agency) capacity do not form part of the Department's activities. Trustee and agency arrangements, and transactions/balances relating to those activities, are neither controlled nor administered.

Fees, commissions earned and expenses incurred in the course of rendering services as a trustee or through an agency arrangement are recognised as controlled transactions.

During 2017-18, the Department held monies in a trustee capacity on behalf of the Tasmanian Community Fund.

On 1 July 2018 the responsibility for the Tasmanian Community Fund was transferred to the Department of Communities Tasmania.

As the Department performed only a custodial role in respect of these monies, and because the monies cannot be used for achievement of the Department's objectives, transactions and balances relating to a trustee arrangement are not recognised as departmental revenues, expenses, assets or liabilities in these Financial Statements.

Account/Activity	Opening balance \$'000	Net transactions during 2018-19 \$'000	Closing balance \$'000
T423 Tasmanian Community Fund Board	11,476	(11,476)	-

NOTE 16 Events Occurring After Balance Date

An agreement was reached to transfer all of DPAC's heritage assets to the Department of Treasury and Finance on 1 July 2019. The value of the heritage assets at the last valuation date was \$30,000.

The Public Sector Union Wages Agreement 2018 was registered by the Tasmanian Industrial Commission on 19 August 2019. As part of the terms of this Agreement, departmental employees covered by the Tasmanian State Service Award, are entitled to receive an increase of 2.1 per cent per annum effective from the pay period commencing on 13 December 2018. The Department is expecting to pay this retrospective increase in respect of the period from 13 December 2018 to 30 June 2019 by 18 September 2019. The estimated amount of the payment is \$679,000.

NOTE 17 Significant Accounting Policies and Judgements

17.1 Objectives and funding

The Department of Premier and Cabinet (the Department) provides a broad range of services to Cabinet, other Members of Parliament, the Governor of Tasmania, Government agencies and the community. The Department works closely with the public sector, the community, local government, the Australian Government and other state and territory governments.

The Department is a central agency of the Tasmanian Government. The Ministers whom the Department supports as of 30 June 2019 are the Premier, the Minister for Local Government, the Minister for Science and Technology, the Minister for Environment, the Minister for Aboriginal Affairs, the Minister for Disability Services and Community Development, the Minister for Sport and Recreation, and the Minister for Women.

The Department also provided administrative support to the Local Government Board.

The Department plays an important role in whole-of-government policy co-ordination, issues management, inter-governmental relations, information technology and telecommunications, public sector management, and coordination of government services through Service Tasmania.

The Department delivers a range of outputs to support the activities of other public sector organisations. These services encompass state service management, project management, information resource management, inter-agency human resource management and across government telecommunication and computing services.

Departmental activities contributing towards these outcomes are classified as either controlled or administered. Controlled activities include the use of assets, liabilities, revenues and expenses controlled or incurred by the Department in its own right. Administered activities include the management or oversight by the Department on behalf of the Government of items controlled or incurred by the Government, as reported in Note 2.4.

The Department is a Tasmanian Government not-for-profit entity funded through a mixture of Parliamentary appropriations and retained revenues. It provides the following services on a fee-for-service basis:

- training; and
- telecommunications and computing.

The Financial Statements encompass all funds through which the Department controls resources to carry out its functions.

17.2 Basis of accounting

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.
- The Financial Statements were signed by the Secretary (or Acting Secretary) on 26 September 2019.
- Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS), as the AAS includes requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Department is considered to be not-for-profit and has adopted some accounting policies under AAS that do not comply with IFRS.

- The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 17.5.
- The Financial Statements have been prepared on the basis that the Department is a going concern. The continued existence of the Department in its present form, undertaking its current activities, is dependent on Government policy and on continuing appropriations by Parliament for the Department's administration and activities.
- The Department has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

17.3 Reporting entity

The Financial Statements include all the controlled activities of the Department. The Financial Statements consolidate material transactions and balances of the Department and entities included in its output groups. Material transactions and balances between the Department and such entities have been eliminated.

17.4 Functional and presentation currency

These Financial Statements are presented in Australian dollars, which is the Department's functional currency.

17.5 Changes in accounting policies

a) Impact of new and revised Accounting Standards

In the current year, the Department has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

- AASB 7 *Financial Instruments: Disclosures* – the objective of this Standard is to require entities to provide disclosures in their financial statements that enable users to evaluate the significance of financial instruments for the entity's financial position and performance; and the nature and extent of risks arising from financial instruments to which the entity is exposed during the period and at the end of the reporting period, and how the entity manages those risks. The amendments to this Standard have resulted in a reconciliation being required where there is a reclassification of financial assets or liabilities resulting from the adoption of AASB 9. The financial impact is nil.
- AASB 9 *Financial Instruments* – the objective of this Standard is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant information to users of financial statements for their assessment of the amounts, timing, uncertainty of an entity's future cash flows, and to make amendments to various accounting standards as a consequence of the issuance of AASB 9. AASB 9 has replaced accounting for impairment losses with a forward looking expected credit loss approach. The Department has applied AASB 9 retrospectively and has not restated comparative information which was reported under AASB 139. Any differences arising from the adoption of AASB 9 have been recognised directly to equity. The effect of the change in impairment model to that of expected credit loss under AASB 9 is nil.

AASB 9 introduces new classification and measurement requirements. This has had the following impact on the Department.

	Measurement category		Carrying amount		
	AASB 139	AASB 9	30 June 2018 \$000's	1 July 2018 \$000's	Difference \$000's
Trade and Other Receivables	Loans and Receivables	Amortised Cost	10,851	10,851	-
Total			10,851	10,851	-

b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standards have been issued by the AASB and are yet to be applied:

- AASB 15 *Revenue from Contracts with Customers* – The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, an uncertainty of revenue and cash flows arising from a contract with a customer. In accordance with 2015-8 Amendments to Australian Accounting Standards – Effective Date of AAS 15, this Standard applies to annual reporting periods beginning on or after 1 January 2018. Where an entity applies the Standard to an earlier annual reporting period, it shall disclose that fact.

The Department's sources of income have been assessed as follows:

Income Source	Effect of AASB 15
Appropriations	No change to current recognition.
Grants – Recurrent	No change to current recognition.
Grants – Special Purpose	No material grants received during 2018-19.
Grants – Capital	No material grants with construction still in progress at 30 June 2019.
User Charges	Minor and infrequent, immaterial. No change to current recognition.
Sale of Goods and Services	Goods and services are of a nature that there will be no material changes to current recognition.

It is not anticipated that there will be any material financial impact.

- 2014-5 *Amendments to Australian Accounting Standards arising from AASB 15* – The objective of this Standard is to make amendments to Australian Accounting Standards and Interpretations arising from the issuance of AASB 15 *Revenue from Contracts with Customers*. This Standard applies when AASB 15 is applied, except that the amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply to annual reporting periods beginning on or after 1 January 2018. This Standard shall be applied when AASB 15 is applied. Based on the assessment undertaken for the effect of AASB 15 set out in the above paragraph, it is not anticipated there will be any material financial impact.
- 2016-3 *Amendments to Australian Accounting Standards – Clarifications to AASB 15* – The objective of this Standard is to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. This Standard applies to annual periods beginning on or after 1 January 2018. The impact is enhanced disclosure in relation to revenue. It is not anticipated that there will be any material financial impact.
- AASB 16 *Leases* – The objective of this Standard is to introduce a single lessee accounting model and require a lessee to recognise assets and liabilities. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The standard will result in most of the Department's operating leases being brought onto the Statement of Financial Position and additional note disclosures. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and required lease payments. A corresponding right to use asset will be recognised, which will be amortised over the term of the lease. There are limited exceptions relating to low-value assets and short-term leases with a term at commencement of less than 12 months. Operating lease costs will no longer be shown. The Statement of Comprehensive Income impact of the leases will be through amortisation and interest charges. The Department's current operating lease costs is shown at note 6.3. In the Statement of Cash Flows lease payments will be shown as cash flows from financing activities instead of operating activities. Further information on the Department's current operating lease position can be found at note 10.1. The financial impact is estimated to be a \$4.19 million increase in non-financial assets and a \$4.19 million increase in non-financial liabilities.
- AASB 1058 *Income of Not-for-Profit Entities* – The objective of this Standard is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives, and the receipt of volunteer services. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to income of not-for-profit entities. No assets have been identified as having been acquired at less than fair value, and current engagement of volunteers is minor and infrequent. It is not anticipated that there will be any material financial impact.
- AASB 1059 *Service Concession Arrangements: Grantors* – The objective of this Standard is to prescribe the accounting for a service concession arrangement by a grantor that is a public sector entity. This Standard applies on or after 1 January 2019. The impact of this standard is enhanced disclosure in relation to service concession arrangements for grantors that are public sector entities. No service concession arrangements have been identified within the Department. It is not anticipated that there will be any material financial impact.

17.6 Foreign currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

17.7 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Details of the impact of changes in accounting policy on comparative figures are at Note 17.5.

17.8 Rounding

All amounts in the Financial Statements have been rounded to the nearest thousand dollars unless otherwise stated. As a consequence, rounded figures may not add to totals. Amounts less than \$500 are rounded to zero and are indicated by the symbol "...".

17.9 Departmental taxation

The Department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax (GST).

17.10 Goods and services tax

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable or payable to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Tax Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

17.11 Superannuation liability

The Department does not recognise a liability for the accruing superannuation benefits of Departmental employees. This liability is held centrally and is recognised with the Finance-General Division of the Department of Treasury and Finance.

Appendix B:

Legislation administered

Legislation administered by DPAC in 2018-19 is listed below. All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

PREMIER

Administrative Arrangements (Miscellaneous Amendments) Act 1990

Administrative Arrangements Act 1990

Anglican Church of Australia (All Saints Church) Act 1989

Anglican Church of Australia (Stanley Parsonage) Act 1984

Anglican Church of Australia Constitution Act 1973

Australia Acts (Request) Act 1985

Australia Acts (Request) Act 1999

Baptist Union Incorporation Act 1902

Brand Tasmania Act 2019

Church of England (Rectory of St. James the Apostle) Act 1980

Churches of Christ Tasmania Act 1978

Churches of Christ, Scientist, Incorporation Act 1980

Coastal and Other Waters (Application of State Laws) Act 1982

Constitution (Doubts Removal) Act 2009

Constitution (State Employees) Act 1944

Constitution (Validation of Taxing Acts) Act 1991

Constitution Act 1934

Constitutional Powers (Coastal Waters) Act 1979

Crown Servants' Reinstatement Act 1970

Daylight Saving Act 2007

Glebe Lands Act 1865

Governor of Tasmania Act 1982 except in so far as it relates to the superannuation entitlements of the Governor

Hobart Hebrew Congregation Act 1958

Jim Bacon Foundation (Winding-up) Act 2013

Legislation Publication Act 1996

Legislative Council Elections Act 1999

National Broadband Network (Tasmania) Act 2010

Parliament House Act 1962

Parliamentary (Disclosure of Interests) Act 1996

Parliamentary Privilege Acts 1858, 1885, 1898 and 1957

Parliamentary Salaries, Superannuation and Allowances Act 2012 except in so far as it relates to the superannuation entitlements of members of Parliament

Police Service Act 2003 in so far as it relates to the appointment to, and employment in, the office of Commissioner of Police

Presbyterian Church Acts 1896 and 1908

Presbyterian Church of Australia Acts 1901 and 1971

Public Accounts Committee Act 1970

Public Works Committee Act 1914 except in so far as it relates to the conditions precedent to commencing public works

Roman Catholic Church Property Act 1932

Standard Time Act 1895

State Coastal Policy Validation Act 2003

State Policies and Projects (Validation of Actions) Act 2001

State Policies and Projects Act 1993 except Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4

State Service (Savings and Transitional Provisions) Act 2000

State Service Act 2000

Statutory Authorities Act 1962

Subordinate Legislation Committee Act 1969

Succession to the Crown (Request) Act 2013

Tasmania Together Progress Board Repeal Act 2012

Tasmanian Early Years Foundation (Winding-up) Act 2016

Tsuneichi Fujii Fellowship Trust (Winding-up) Act 2008

Uniting Church in Australia Act 1977

MINISTER FOR ENVIRONMENT

Climate Change (State Action) Act 2008

MINISTER FOR LOCAL GOVERNMENT

Burial and Cremation Act 2002

Dog Control Act 2000

Glenorchy City Council (Dismissal of Councillors) Act 2017

Local Government (Highways) Act 1982

Local Government (Savings and Transitional) Act 1993

Local Government Act 1993

Ockerby Gardens Helipad Act 1999

Appendix C:

Recipients of Grants and Government Contributions

Security and Emergency Management Grants – recipients

Organisation	\$	Purpose
West Tamar Council	200,000	Beaconsfield Mine Shaft Project
Hobart City Council	86,000	Towards Flood Management studies
Kingborough Council	56,800	Towards the Whitewater Creek Flood study
Hobart City Council	52,942	To enable the completion of the Stories of Resilience – Storytelling Project
Hobart City Council	50,000	To engage an artist to create a Public Art Work to support recovery
Derwent Catchment Project Inc	38,500	Increase community resilience and capacity to respond and recover from extreme weather
Kingborough Council	35,135	Towards investigation of the impacts of the May 2018 extreme weather event in Blackmans Bay
Kingborough Council	35,135	Investigate impacts of the May 2018 extreme weather event in the Kingston CBD
Dunalley Golf Club Inc	30,000	Towards construction of tennis court within the Dunalley Golf Club Precinct
Hobart City Council	25,000	To enable the employment of a Project Officer and establish working groups
Kingborough Council	21,750	Towards a Community Recovery Fund Community Survey
Kingborough Council	20,000	Towards Community Recovery Fund emergency management roadshows
Kingborough Council	19,000	Towards a Community Recovery Fund emergency volunteer team
Derwent Valley Council	16,967	To purchase and install two all-weather notice boards for Lachlan and Molesworth
Hobart City Council	9,500	To deliver a community art project – children and young people affected by extreme weather
The Royal Automobile Club of Tasmania	9,431	Towards the RACT Emergency Storm Fund
Hobart City Council	9,000	To deliver in partnership Disaster Ready and Communicating in Recovery workshops
Australian Red Cross Society	7,611	Towards the Outreach Capability Project
TOTAL	722,772	

Premier's Discretionary Fund – Recipients

Organisation	\$	Purpose
Variety – The Children's Charity Tas	10,000	Towards cost of the 29th TasBash
Reconciliation Tasmania	10,000	Towards costs of reconciliation festival
Great Lake Community Centre	6,050	Towards cost of purchase of new oven
Southern Midlands Community Radio Station	6,000	Towards costs of transmitter repairs
A Fairer World	6,000	Towards developing our diversity and inclusion workplace program
Reconciliation Tasmania	5,000	Towards cost of Mannalargenna Day Celebrations
Rosny College	5,000	Towards cost of travel to Japan for students in Spring Board Program
Regional Arts Network Tasmania	5,000	Towards cost of Women's Art Prize Tasmania
Nayri Niara Good Spirit Festival	5,000	Towards costs of hosting event
Claremont College	5,000	Towards costs of overseas travel
West Winds Community Centre	4,600	Towards purchase of a ride-on mower and track lighting
Tasmanian Young Achiever Awards	4,400	Towards costs of Premier's prize
Geeveston Community Centre Inc	4,004	Towards costs of new dust extraction system
Community Housing Ltd	3,500	Towards cost of scholarship program
Carlton Park Surf Life Saving Club	3,500	Towards costs of commercial dishwasher

Organisation	\$	Purpose
City of Devonport Brass Band	3,342	Towards cost of building maintenance
Encore Theatre Company	3,190	Towards costs of equipment
Wynyard Community Men's Shed	3,082	Towards cost of replacing stolen tools
Hellyer District Scout Association	3,000	Towards cost of installing solar power system
New Town High School	3,000	Towards cost of construction of doors and hinges
Rokeby Childcare Centre	3,000	Towards cost of equipment and resources
Kingston Beach Regatta Association Inc	3,000	Towards costs of 2019 event
West Tamar Arts Group	3,000	Towards cost of printing brochures for Artentwine 2018
George, Graeme	3,000	Towards cost of Event – Daniel Geale Testimonial Dinner
Bruny Island Easter Carnival	3,000	Towards the cost of running the event
Port Cygnet Men's Shed Inc	3,000	Towards costs of expo
Channel Men's Shed Inc	2,909	Towards costs of upgrading social facilities
Penguin Bowls Club	2,500	Towards cost of an event
Break O'Day Business Enterprise Centre	2,500	Towards cost of conducting a Business Confidence and Intentions survey
Launceston College	2,500	Towards costs of overseas travel
Southern Tasmanian Axeman's Association	2,500	Towards cost of 2019 event
St Helens Golf Club	2,500	Towards cost of drilling for irrigation purposes
Uniting Care Tasmania	2,500	Towards cost of operating the No Bucks program
Scottsdale RSL Sub Branch Inc	2,400	Towards costs of laying commemorative pavers
South Arm Peninsula Residents Association Inc	2,360	Towards an external storage facility to assist expansion of op shop
The Story Island Project	2,306	Towards cost of construction of Street Library
Kentish Rowing Club	2,250	Towards costs of shade sail for toddler area
Burnie Surf Life Saving Club Inc	2,000	Towards costs of purchase of water sports equipment
Wynyard RSL Sub-Branch	2,000	Towards cost of special event
Break O'Day Community Triathlon Group	2,000	Towards cost of a community triathlon
Van Diemen's Street Rod Club	2,000	Towards cost of Deloraine Street Car Show 2019
Burnie Coastal Art Group Inc	2,000	Towards cost of hosting Tasart Exhibition
West Coast Connect Inc	2,000	Towards cost of a new CnC Laser Machine
Rotary Club of Kings Meadows	2,000	Towards cost of employment event
Vietnam Veterans Association of Australia	2,000	Towards cost of a new trailer
Diwali Working Committee	2,000	Towards cost of festival
Frankly Diversity	2,000	Towards cost of Frankly Women's Forum
Ibbott, Georgie	2,000	Towards cost of international travel
King Island Boat Club	2,000	Towards cost of transporting dinghies for sailing competition
Mollison, Sally	2,000	Towards cost of launching a film at the 2019 National Rural Health Conference
MyState Student Film Festival	2,000	Towards cost of 2018 MyState Student Film Festival
St Brendan's Church Alonnah	2,000	Towards cost of painting church
Tassie Freezing for MND	2,000	Towards Big Freeze 3 Event
Visibility Tas	2,000	Towards cost of furniture, equipment and toys
Women Of The Island	2,000	Towards costs of printing costs for the production of corflutes
Older Persons Electronic Network	2,000	Towards costs of purchasing a heat pump
Bowlers With A Disability Tas	2,000	Towards costs of team travel
Goodwood Community Centre	2,000	Towards purchase of equipment and bbq for Eating With Friends program
Zeehan Neighbourhood Centre Inc	2,000	Towards costs of holiday programs
Tasmanian Muslim Association Inc	1,950	Towards cost of venue hire
Northern Tasmanian Croquet Centre Inc	1,940	Towards cost of a new trailer
New Norfolk Junior Football Club	1,900	Towards costs of team travel costs
Strike It Out Inc	1,850	Towards costs of community service
Tasmanian Aboriginal Child Care Association	1,805	Towards cost of purchase of two flag poles
Gurkha Legends Cricket Club	1,550	Towards cost of grounds hire and equipment

Organisation	\$	Purpose
Motton Forget me Nots	1,524	Towards cost of fundraising calendar
Bhutanese Community Association of	1,500	Towards cost of the Hobart Friendship Cup
Sheffield Bowls Club Inc	1,500	Towards cost of upgrading kitchen ovens
Equestrian Tasmania	1,500	Towards cost of interstate travel
Destination Southern Tasmania	1,500	Towards cost of award sponsorship
Risdon Vale Primary School	1,500	Towards cost of an event
Burnie Highland Pipe Band Inc	1,500	Towards cost of a teach and recruitment course
Out of the Shadows into the Light	1,500	Towards cost of constructing a memorial walk
6th Field Gunners Association Northern Branch	1,500	Towards cost of travel for members to AGM and dinner
Tasmanian Parliamentary Bowls Committee	1,500	Towards Diamond Jubilee Carnival 2020
Sorell On Stage	1,500	Towards cost of purchasing a shipping container
Oatlands District Football Club	1,500	Towards cost of purchasing a fire pit
St Michaels Collegiate School	1,500	Towards cost of a defibrillator
Blue Hills Sporting Shooting Club	1,500	Towards costs of lighting for car park at Blue Hills Sporting Shooting Club
Risdon Vale Primary School	1,500	Towards costs of school fair fireworks
Bracknell Football Club Inc	1,500	Towards cost of history wall for clubrooms
Bushy Park Pool	1,500	Towards cost of painting swimming lanes for school carnivals
Ashdown, Gary	1,499	Towards costs of a generator for event
Derwent Scorpions Cricket Club	1,468	Towards cost of new uniforms
Kingston Neighbourhood House	1,454	Towards costs of replacement pizza oven
Montagu Bay Cricket Club	1,360	Towards cost of purchasing a marquee
Helping Hand Association	1,350	Towards costs of equipment
Rosebery Pink Panthers Netball Team	1,233	Towards costs of uniforms
George Town Sub Section of Naval Association	1,200	Towards cost of supporting veterans activities
Mt Lyell Strahan Picnic Committee	1,065	Towards purchase of a wireless headset microphone
Australian Japan Shotokan Karate	1,059	Towards costs of equipment
Bayview Secondary College	1,009	Towards cost of flagpole installation
King Island Golf & Bowling Club Inc	1,000	Towards cost of a new mower
Bridport Innovations Inc	1,000	Towards cost of Scallop Fiesta
Lyons, Shane	1,000	Towards cost of support families affected by Fragile X Syndrome
Hobart City Mission	1,000	Towards the cost of Blokes BBQ Breakfast
Huon Valley Council	1,000	Towards cost of catering
Huonville High School	1,000	Towards cost of overseas travel (Zayed Huon Energy Futures Team)
James, Nick	1,000	Towards cost of interstate travel
Reclink Community Cup	1,000	Towards cost of Community Cup Event
Special Olympics Basketball Team	1,000	Towards cost of interstate travel
Tas Special Children's Christmas Party	1,000	Towards cost of an event
Tasmanian Independent Authors Fair	1,000	Towards cost of Inaugural Tasmanian Independent Authors Fair
Ten Pin Bowling Association	1,000	Towards cost of interstate travel
The Examiner	1,000	Towards Winter Relief Appeal 2018
The Smith Family	1,000	Towards cost of 2018 Christmas Appeal
Theatre Council of Tasmania	1,000	Towards costs of 2019 Tasmanian Theatre Awards
Cosgrove Park Bowls Club	1,000	Towards cost of new equipment
Sudanese Community Launceston Inc	1,000	Towards costs of National Youth Week event
Tasmanian Writers Centre	1,000	Towards costs of prize
Port Dalrymple Yacht Club	1,000	Towards costs of an event
Burnie District Gemstone Club	1,000	Towards cost of moving into and fitting out new premises
Penguin District School Vietnam	1,000	Towards costs of international travel
North West Christian School	1,000	Towards costs of international travel
St Thomas More's Catholic Primary School	1,000	Towards robotics team to attend the National Championships in NSW

Organisation	\$	Purpose
Caveside Recreation Committee	1,000	Towards costs of shade sail for toddler area
Mole Creek & District Community Shed	1,000	Towards start-up costs
Ringarooma Community Hub Association Inc	998	Towards costs of purchasing a fridge
Wilmot Tourist & Progress Association	960	Towards costs of NBN connection
Equestrian Tasmania – Show Horse	900	Towards cost of interstate travel
South Riana Cemetery Committee	800	Towards cost of purchasing a lawnmower
Deloraine House Inc	800	Towards costs of purchasing a television
City Networks	750	Towards cost of event
East Derwent Little Athletics	750	Towards cost of purchasing equipment
Guilford Young College	750	Towards cost of hosting Annual Biology Environmental Science Conference
City of Devonport Lions Club	750	Towards cost of staging the Taste the Harvest Festival
Latrobe Federal Band	750	Towards cost of Remembrance Day Event
Ulverstone Football Club Inc	750	Towards costs of purchasing equipment
North West Fisheries Association	746	Towards cost of materials to construct new fish screens
South Hobart Primary School	700	Towards cost of interstate travel
Tasmanian Agricultural Shows	700	Towards costs of Rural Ambassador Award
Lindisfarne Primary School	700	Towards cost of purchasing a flagpole
Tasmanian Association of State Schools	640	Towards cost of running annual conference
Bothwell International Highland	625	Towards cost of printing booklets
Gretna Cricket Club	500	Towards costs of a new bbq and eski
John Opie House	500	Towards cost of new furniture for rooms at Hobart accommodation
Oatlands District Historical Society	500	Towards cost of building extensions
Walker, Susan	500	Towards cost of interstate travel
Down Syndrome Tasmania	500	Towards cost of fundraising
Nepali Society of Tasmania Inc	500	Towards support for cricket and soccer teams
Ant Farm Birch's Bay	500	Towards cost of an exhibition prize
Cancer Council of Tasmania Inc	500	Towards cost of Daffodil Day fundraising
Clarendon Vale Primary School	500	Towards cost of purchase of drink bottles
Galloway, Lucy	500	Towards cost of fundraising event
Geeveston Community Centre	500	Towards cost of Christmas Food Appeal
Kenna, Peter	500	Towards cost of attending national championships
Kennerley Children's Home	500	Towards cost of 2019 festival
Lions Club of Hobart Town Inc	500	Towards cost of Circus Quirkus Tickets
Lions Club of Huon Inc	500	Towards cost of Huonville Christmas Parade
New Norfolk Fire Brigade Comp Team	500	Towards cost of interstate travel
Rosny College	500	Towards cost of VET Tourism Award
Rotary Grandparents' Christmas in July	500	Towards cost of luncheon
St Andrew Society Hobart Inc	500	Towards cost of Richmond Highland Gathering 2019
St Vincent de Paul Society (Tas) Inc	500	Towards cost of Christmas Appeal
Tas Events	500	Towards cost of the Teej Celebration
Tassie Flying Paws Dog Club Inc	500	Towards costs of attending Flyball Championships
Vietnam Veterans Association of Australia	500	Towards cost of post event function
Youth Parliament	500	Towards cost of students attending Youth Parliament
Hobart United Football Club	500	Towards cost of ground hire and general costs
Dynasty Drilldance	500	Towards costs of interstate travel
Huntingtons Tasmania	500	Towards costs of light it up 4 HD Campaign 2019
Geeveston Community Centre Inc	500	Towards costs of food hampers
Southern Wolves	500	Towards cost of interstate travel
North Eastern Axemen's Association	500	Towards costs of Easter event
Australian Bhutanese Society of Northern Tasmania	500	Towards the costs of sporting event

Organisation	\$	Purpose
Lions Club Of Hobart Town (Inc)	500	Towards costs of hosting event
Give Me 5 For Kids	500	Towards the 2018 program
Hughes, Owen	500	Towards costs of publishing photography book
Flinders Island Business Inc	500	Towards costs of mutton birding experience
Croatia Football Club	500	Towards crofest Tasmania event
Anytime Fitness Kingston	500	Towards cost of suicide prevention 24 hour treadmill challenge
Cystic Fibrosis Tasmania Inc	500	Towards costs of interstate travel
St Helens History Room	484	Towards cost of shelving and archiving
Fat Pig Farm	410	Towards costs of school education program
Montagu Bay Primary School	400	Towards cost of biodegradable produce for use at Festival by the Bridge
Rosny College	400	Towards costs of BA Hortle Award for academic achievement
Latrobe Bicycle Race Club	355	Towards cost of purchasing promotional tags
Northern Tasmanian Football Association	329	Towards costs of trophies
Corpus Christi Catholic School	300	Towards cost of a School Garden Composting and Recycling project
Kingborough Bowls & Community Club	300	Towards costs of Welcome Reception
Square Pegs Dyslexia Support	300	Towards cost of donation to appeal
Toddle Inn Child Care Centre	300	Towards cost of booster seat for transporting children
Huonville Primary School	300	Towards the southern student leaders conference
Southern Tasmanian Axemen's Association Inc	250	Towards cost of event
Risdon Vale Neighbourhood Centre	250	Towards cost of Food Relief Program
Abbie for Autism	250	Towards inaugural gala fundraiser
Barker, Samuel	250	Towards the cost of interstate travel
Basketball Tasmania Inc	250	Towards cost of interstate travel
Boyd, Nikita	250	Towards cost of international travel
Dominoes Basketball Club	250	Towards cost of new club uniforms
Durrani, Hina	250	Towards cost of international travel
Jones, Brooke	250	Towards cost of overseas travel
Lawson, Olivia	250	Towards cost of volunteering in Fiji
Lynch, Xavier	250	Towards cost of international travel
Motor Neurone Disease Association of Tas	250	Towards cost of fundraising event – Walk to D'Feet 11 September 2018
Phillips, Kristy	250	Towards cost of international travel
Ranginui, Jen	250	Towards cost of artist in residence program
Redwater Creek Steam & Heritage Society	250	Towards cost of Steamfest 2019
Richards, Karen	250	Towards cost of international travel
Riverside Olympic Football Club	250	Towards cost of new jumpers for Indigenous Round
Rokeby Neighbourhood Centre Inc	250	Towards cost of new centre program
Rotary Club of Sandy Bay	250	Towards cost of event
Team Bosworth	250	Towards cost of fundraising events
Hobart Embroiderers Guild	250	Towards cost of event
Jodi Rusden	250	Towards costs of son's overseas travel
Atkins, India	250	Towards the cost of overseas travel
Albion, Ingrid	250	Towards cost of overseas travel
Hardwick, Samira	250	Towards costs of international travel
Nichols, Zoe	250	Towards costs of international travel
Donley, Archie	250	Towards costs of overseas travel
Lemon, Raiden	250	Towards costs of overseas travel
Bennet, Taryn	250	Towards costs of overseas travel
Oliver, Bec	250	Towards costs of overseas travel
Ultimate Foundation For Hope	250	Towards High Tea for Hope 2019 fundraiser
Ponting, Kacee	250	Towards costs of overseas travel

Organisation	\$	Purpose
Edwards, Ella	250	Towards costs of international travel
Circular Head Council	200	Towards costs of 2019 event
Hobart United Football Club	200	Towards cost of interstate travel
City Lights Missions	150	Towards cost of Christmas Food Aid Appeal
Franklin Bowls Club	150	Towards cost of triples tournament
Rotary Club of Hobart Inc	120	Towards costs of Annual Magic Show
Harper, Blake	100	Towards cost of interstate travel
Bayview Secondary College	100	Towards cost of donation to event
Crespan, Elyza	100	Towards cost of interstate travel
Australian Computer Society	100	Towards cost of the Bright Futures Quiz Night
Bird, Jamie-Lee	100	Towards cost of interstate travel
Bruny Island Bird Festival	100	Towards costs of Bird Festival
Chambers, Kate	100	Towards cost of interstate travel
Circular Head Pony Club	100	Towards cost of championship event
Clarence Football Club	100	Towards cost of Daniel Hulm Memorial Golf Day
Davis, Jodie	100	Towards cost of interstate travel
Evans, Cobey	100	Towards cost of interstate travel
Farnum, Zane	100	Towards cost of interstate travel
Fisher, Andrew & Rachel	100	Towards cost of interstate travel
Flanagan, Tracey	100	Towards cost of interstate travel
Gunns Plains Grasshopper Carnival	100	Towards the cost of event sponsorship
Ingelse, Shayleigh	100	Towards cost of interstate travel
Jones, Alison	100	Towards cost of interstate travel
Leszczynski, Natalia	100	Towards cost of interstate travel
McGrath, Georgia	100	Towards cost of interstate travel
McLeod, Nick & Susan	100	Towards cost of interstate travel
Monty, Phil	100	Towards cost of interstate travel
Nelson, Bailey	100	Towards cost of interstate travel
Read, Jarrod	100	Towards cost of interstate travel
Von Gehr, Joshua	100	Towards cost of interstate travel
White, Dominic (Master)	100	Towards cost of interstate travel
Claremont Women's Auxiliary	100	Towards cost of vouchers for the Legacy Children's Party
Senior, Zoe	100	Towards cost of scleroderma fundraising event
Kentish Polocrosse Club	100	Towards costs of event sponsorship
Cass-Cuthbertson Sophie	100	Towards costs of interstate travel
Sascha Stephens	100	Towards representing Tasmania at national pony club championships
Griffiths, Anita	100	Towards costs of interstate travel
Cannell, Mary on Behalf of Arielle Cannel	100	Towards costs of interstate travel
Kerr, Suzannah on Behalf of Nicholas Kerr	100	Towards costs of interstate travel
Geard, Meegan on Behalf of Montanna Ward	100	Towards costs of interstate travel
Zabel, Carolyn on Behalf of Tahlia Zabel	100	Towards costs of interstate travel
Lowe, Narelle	100	Towards costs of interstate travel
TOTAL	310,727	

Other Grants – Recipients

Organisation	\$	Purpose
Brand Tasmania Council	205,862	Contribution to Brand Tasmania Council 2018-19
University Of Tasmania	15,500	Towards models of long-term regional development – year one funding
Royal Agricultural Society Of Tasmania	10,000	Financial support for 2018 Hobart show
University Of Tasmania	5,000	Towards the 2020 Judith Liauw Memorial Scholarship in Pharmacy
TOTAL	236,362	

Community Participation and Appeal Grants – Recipients

Organisation	\$	Purpose
National Heart Foundation Of Australia	50,000	Towards the 2018-19 door knock appeal
The Salvation Army Australian Southern Tasmania	30,000	Towards the 2019 Tasmanian Red Shield Appeal
Royal Hobart Regatta Association Inc	28,000	Towards the 2019 Royal Hobart Regatta
Greek Orthodox Church of St George	13,000	Towards the 2019 Estia Greek Festival
Rotary Club Of Deloraine	10,000	Towards the 2019 Deloraine Craft Fair
Glenorchy City Council	10,000	Towards the 2019 Moonah Taste of the World Festival
Australian Italian Club Inc – Festa Italia Sub Committee	8,500	Towards the 2019 Festa Italia
Australian Red Cross Society	7,000	Towards the 2019 Red Cross Calling appeal
Chinese Community Association Of Tasmania	5,000	Towards the 2019 Chinese Lunar New Year festival
Colony 47 Inc	5,000	Towards the 2018 Colony 47 Christmas Lunch
TOTAL	166,500	

Premier's Scholarship Fund – Recipients

Organisation	\$	Purpose
University of Tasmania	30,000	Towards the 2019 Premier of Tasmania Education Inspiration Scholarship
TOTAL	30,000	

Tasmanian Bushfire Recovery Grants – Recipients

Organisation	\$	Purpose
St Vincent De Paul Society (Tas) Inc	15,250	Bushfire Appeal Donations
TOTAL	15,250	

AUSTRALIA DAY GRANTS PROGRAM

Australia Day Grants – recipients

Organisation	\$	Purpose
Flinders Council	3,414	Towards Australia Day Great Ideas Grant 2019
Circular Head Council	1,913	Towards Australia Day Great Ideas Grant 2019
George Town Council	1,591	Towards Australia Day Celebrations
TOTAL	6,917	

CLIMATE CHANGE GRANTS

Climate Change Grants – Recipients

Organisation	\$	Purpose
Electric Highway Tasmania Pty Ltd	72,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
The Royal Automobile Club of Tasmania	30,000	Towards an Autonomous Bus Trial
University of Melbourne	6,667	Towards an APR Internship – Academic Mentor Facilitation Fee
Launceston City Council	5,000	Electric Vehicle Chargesmart Grant – Destination Charging Program
Department of Primary Industries, Parks, Water and Environment	2,500	Towards Crispi Partner Agrifuture Contribution 2018-19
Tasmanian Health Service	2,500	Towards a Business Case For a Sustainability Officer in the Tasmanian Health Service
St Michaels Collegiate School	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
The Bischoff Hotel	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Alpine Group Pty Ltd	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Lawrence Mark William	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Launceston Drive Park Fly	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Door Of Hope	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Derby Tmc Development Trust	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Clarence City Council	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Brighton Council	2,500	Electric Vehicle Chargesmart Grant – Destination Charging Program
Banksia Foundation	1,200	Towards The 2018 Banksia Sustainability Awards
Hydro Tasmania	1,000	Towards costs of holding the 2018 Symposium on Tasmanian Climate
Institute of Public Administration	990	Towards Prime Minister Awards Entry Fee
TOTAL	144,856	

Appendix D: Right to Information (RTI) Statistics

NUMBER OF APPLICATIONS

	2017-18	2018-19
1. Number of applications for assessed disclosure received	36 ¹	22 ²
2. Number of applications for assessed disclosure transferred or part transferred to another public authority	5	4 full transfers; 1 part transfer
3. Number of applications for assessed disclosure accepted	31	15
4. Number of applications withdrawn by the applicant	2	2
5. Number of applications refused (sections 6, 9, 10, 11, 12, 17, 19 or 20)	1	1 (prior to acceptance)
6. Number of applications for assessed disclosure determined	33	17 ³

- 1 Of the 36 applications received in 2017-18, 14 were directed to a Minister and three were directed to both the Department and a Minister.
 2 Of the 22 applications received in 2018-19, five were directed to a Minister; one of which was also directed to the Department.
 3 Of the 17 applications determined by DPAC, three were received in 2017-18.

OUTCOME OF APPLICATIONS

	2017-18	2018-19
1. Number of determinations where the information applied for was provided in full	2	1
2. Number of determinations where the information applied for was provided in part with the balance refused or claimed as exempt	10	12
3. Number of determinations where all the information applied for was refused or claimed as exempt	10	1
4. Number of applications where the information applied for was not in the possession of the public authority or Minister	6	3
5. Number of applications where the information was not released as it was subject to an external party review under section 44	0	0

REASONS FOR REFUSAL

Number of times where the following sections were invoked as reasons for refusing an application for assessed disclosure.

	2017-18	2018-19
s.5, s.11, s.17 Refusal where information requested was not within the scope of the Act (s.5 – Not official business; s.11 – available at Archives Office and s.17 – Deferred)	1	0
s.9, s.12 Refusal where information is otherwise available or will become otherwise available in the next 12 months	0	0
s.10, s.19 Refusal where resources of public authority unreasonably diverted	1	0
s.20 Refusal where application repeated, vexatious, or lacking in definition after negotiation	0	1

EXEMPTIONS

Number of times where the following sections were invoked as reasons for exempting information from disclosure.

	2017-18	2018-19
s.25 Executive Council information	0	0
s.26 Cabinet information	1	1
s.27 Internal briefing information of a Minister	0	3
s.28 Information not relating to official business	0	3
s.29 Information affecting national or State security, defence or international relations	0	0
s.30 Information relating to the enforcement of the law	3	1
s.31 Legal professional privilege	0	3
s.32 Information relating to closed meetings of council	0	1
s.34 Information communicated by other jurisdictions	0	0
s.35 Internal deliberative information	5	2
s.36 Personal information of a person other than the applicant	11	11
s.37 Information relating to the business affairs of a third party	4	2
s.38 Information relating to the business affairs of a public authority	0	0
s.39 Information obtained in confidence	7	3
s.40 Information on procedures and criteria used in certain negotiations of public authority	0	2
s.41 Information likely to affect the State economy	0	0
s.42 Information likely to affect cultural, heritage and natural resources of the State	0	0

TIME TO MAKE DECISIONS

	2017-18	2018-19
Number of requests determined that took:		
1. 1 – 20 working days of the application being accepted	22	8
2. More than 20 working days of the application being accepted	6	9
Of the applications decided after 20 working days:		
2(a) More than 20 working days to decide that involved an extension negotiated under s.15(4)(a)	0	5
2(b) More than 20 working days to decide that involved an extension gained through an application to the Ombudsman under s.15(4)(b)	0	0
2(c) More than 20 working days to decide that involved consultation with a third party under s.15(5)	6	5 ⁴

4 Of the five applications involving third party consultation, one also involved an extension negotiated under s. 15(4)(a).

REVIEWS

Internal Reviews

	2017-18	2018-19
Number of internal reviews were requested in this financial year	6	2
Number of internal reviews were determined in this financial year	6	2 ⁵
Number where the original decision upheld in full	4	1
Number where the original decision upheld in part	1	1
Number where the original decision reversed in full	0	0
Number resolved by other means	1*	0

* Note – no jurisdiction to assess

5 Of the two requests for internal review decided in 2018-19, one related to an application received in 2017-18.

External Reviews (reviews by the Ombudsman)

	2017-18	2018-19
Number of external reviews were requested in this financial year	5	2
Number of external reviews were determined in this financial year	4	2
Number where the original decision upheld in full	0	0
Number where the original decision upheld in part	1	0
Number where the original decision reversed in full	0	0
Number resolved by other means	3	2 ⁶

6 The Ombudsman determined he had no jurisdiction to undertake the external reviews.

Appendix E: Publications and websites

DEPARTMENTAL PUBLICATIONS

The following publications were produced by the various operating units of the Department of Premier and Cabinet during 2018-19 and are available from the DPAC website: www.dpac.tas.gov.au.

Or by contacting:

Corporate and Culture Division
Level 6, 15 Murray Street
Hobart Tasmania 7000
Telephone: (03) 6270 5667
Email: commsandprotocol@dpac.tas.gov.au

Title	Business Unit	Date
<i>Aboriginal Employment Plan to 2019-20</i>	State Service Management Office	May 2019
<i>Aboriginal Employment Strategy to 2022</i>	State Service Management Office	May 2019
<i>Amending the Climate Change (State Action) Act 2008 – Discussion paper</i>	Tasmanian Climate Change Office	October 2018
<i>Brochure – Phase Two – Review of Tasmania's Local Government Legislation Framework</i>	Local Government Division	July 2019
<i>Climate Action 21 Report Card 2018</i>	Tasmanian Climate Change Office	September 2018
<i>Department of Premier and Cabinet Annual Report 2017-18</i>	Office of the Secretary	October 2018
<i>Government Information Gateway</i>	Office of the Secretary	October 2018
<i>Head of the State Service Annual Report 2017-18</i>	State Service Management Office	October 2018
<i>Local Government Board Review: Review of Voluntary Amalgamations and Shared Services Options</i>	Local Government Division	August 2018
<i>Local Government Board Review: Review of Voluntary Amalgamations and Shared Services Options Executive Summary</i>	Local Government Division	August 2018
<i>Local Government DATA Council Finances Snapshot 2017-18</i>	Local Government Division	December 2018
<i>Local Government DATA: Population Trends Tasmanian Local Government Areas 1993-2017</i>	Local Government Division	May 2019
<i>Local Government DATA Rates Snapshot 2016-17</i>	Local Government Division	July 2018
<i>Local Government DATA: Rates Snapshot 2018</i>	Local Government Division	May 2019
<i>Local Government (General) Regulations 2015 Key changes</i>	Local Government Division	August 2018
<i>Local Government Gift and Donations Guidelines August 2018</i>	Local Government Division	August 2018
<i>Local Government Legislation Review – Discussion Paper</i>	Local Government Division	August 2018
<i>Review of Tasmania's Local Government Legislation Framework – Directions Paper</i>	Local Government Division	July 2019
<i>Supporting a statewide electric vehicle charging network – Consultation paper</i>	Tasmanian Climate Change Office	October 2018
<i>Tasmanian Climate Change Office Newsletters</i>	Tasmanian Climate Change Office	July 2018, December 2018
<i>Tasmanian Government Cybersecurity Policy 2018-19</i>	Digital Strategy and Services	December 2018
<i>Tasmanian Training Consortium Member Report 2018</i>	Tasmanian Training Consortium	September 2018
<i>2018-19 Bushfires Final Recovery Plan</i>	Bushfire Recovery Taskforce	May 2019

WEBSITES

The following websites were hosted or maintained by DPAC in 2018-19:

URL	Website Name
www.egovernment.tas.gov.au	eGovernment
www.communications.tas.gov.au	Tasmanian Government Communications
www.dpac.tas.gov.au	DPAC public site
www.linkzone.tas.gov.au	Linkzone
www.earlyyears.org.au	Tasmanian Early Years Foundation
www.premier.tas.gov.au	Premier's site
www.concessions.tas.gov.au	Tasmanian Concessions Guide
www.jobs.tas.gov.au	Jobs: Careers with the Tasmanian Government
www.emergingcommunityleaders.org	Emerging Community Leaders
www.tmd.tas.gov.au	TMD public site
www.alert.tas.gov.au	TasALERT
www.thelaw.tas.gov.au	Tasmanian Government Legislation
www.psmprogram.tas.gov.au	Public Sector Management Program
www.tascomfund.org	Tasmanian Community Fund
www.gazette.tas.gov.au	Tasmanian Government Gazette online
www.lobbyists.dpac.tas.gov.au/	Register of lobbyists
www.ttc.tas.gov.au	The Tasmanian Training Consortium website
www.centenaryofanzac.tas.gov.au	Centenary of ANZAC
www.climatechange.tas.gov.au	Tasmanian Climate Change Office
www.women.tas.gov.au	Women in Tasmania
www.companioncard.dpac.tas.gov.au	Companion Card
www.silverdome.com.au	Silverdome
www.getmoving.tas.gov.au	Get Moving Tasmania
www.multicultural.tas.gov.au	Multicultural Access Point
www.tis.tas.gov.au	Tasmanian Institute of Sport
www.Service.tas.gov.au	Service Tasmania
www.housing.tas.gov.au	Affordable Housing Initiatives
www.strongfamiliesafekids.tas.gov.au	Strong Families, Safe Kids
www.communities.tas.gov.au	Department of Communities Tasmania
www.tasgrn.tas.gov.au	Tasmanian Government Radio Network
	Department of Premier and Cabinet intranet
	Department of Communities Intranet
	Ministerial Intranet
	Tasmanian Government Media Distribution Service

Appendix F:

Procurement Statistics

DPAC ensures that its procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions¹ relating to procurement, including that Tasmanian businesses are provided with every opportunity to compete for Agency business. It is DPAC's policy to support Tasmanian businesses whenever they offer best value for money for the Government.

Details of procurement activities undertaken by DPAC in 2018-19 and awarded contracts with a value of \$50,000 or over (excluding GST) are contained in the following tables:

- **Table 1** provides a summary of the level of participation by local businesses in all contracts and procurement processes with a value of \$50,000 or over (excluding GST).
- **Tables 2 and 3** provide detailed information on all contracts with a value of \$50,000 or over (excluding GST), listing consultancy contracts separately.
- **Table 4** provides a summary of contracts awarded and containing confidentiality provisions approved in accordance with clause (4) of Treasurer's Instruction 1401: Confidentiality of Government Contracts.

Approved direct / limited sourcing

Treasurer's Instruction 1114 provides that a Head of Agency may approve direct / limited sourcing from contractors in certain circumstances. No contracts were awarded in accordance with these provisions in 2018-19.

Approved contract extensions

Treasurer's Instruction 1115 provides that a Head of Agency may approve the extension of a contract for a period of no longer than one year in exceptional circumstances and despite there being no specific provision within the contract providing for such an extension. No approvals were granted in accordance with these provisions in 2018-19.

Procurement from businesses that provide employment to persons with disabilities

Treasurer's Instructions 1127 and 1231 provide that agencies may directly procure from businesses that "predominately exist to provide the services of persons with a disability" without the need to conduct a full quotation or tender process. No contracts were awarded in accordance with these provisions in 2018-19.

Exemptions to disaggregate

Treasurer's Instructions 1119 and 1225 provide that a Head of Agency may approve an exemption from the requirement to disaggregate a procurement process. No exemptions were granted in accordance with these provisions in 2018-19.

Table 1: Summary of participation by local business

Contracts, tenders and / or quotation processes of \$50,000 or over (ex GST)	2018-19
Total number of contracts awarded	13
Total number of contracts awarded to Tasmanian businesses	10
Total value of contracts awarded (excluding options to extend)	\$4,042,573
Total value of contracts awarded to Tasmanian businesses (excluding options to extend)	\$3,639,573
Total number of tenders called and written quotation processes undertaken	11
Total number of bids and/or written quotations received	51
Total number of bids and/or written quotations received from Tasmanian businesses	34

¹ New Treasurer's Instructions came into effect on 1 July 2019. Within this Appendix F, all references to a Treasurer's Instruction is a reference to those instructions in effect during the 2018-19 financial year.

Table 2: Contracts awarded in 2018-19 with a value of \$50,000 or over (ex GST) (excluding consultancy contracts)

Contractor	Location	Description	Period	Total Value (\$) (inc. options)
The Workwear Group Pty Ltd	Port Melbourne, Vic	Supply of corporate wardrobe to Service Tasmania	8/10/2018 – 7/10/2021	210,000
Acrodata Tasmania Pty Ltd	Hobart, Tas	Printing and distribution services – Tasmanian Government Gazette	3/01/2018 – 2/01/2028	630,000
Acrodata Tasmania Pty Ltd	Hobart, Tas	Printing and distribution services – Legislation	3/01/2018 – 2/01/2028	675,000
Mekina Technologies Pty Ltd	Derwent Park, Tas	Security services (alarm monitoring, equipment supply and installation)	3/09/2018 – 2/09/2027	900,000
Watermark Search International Pty Limited	Sydney, NSW	Executive search services	25/01/2019 – 1/05/2019	64,000
Vantage Systems Pty Ltd	Melbourne, Vic	Unified communications interoperability service	3/04/2019 – 31/12/2026	3,000,000
Optus Networks Pty Ltd	Macquarie Park, NSW	Telephony and Mobile Data (Panel contract)*	7/05/2019 – 31/12/2027	—*
Red Giant Pty Ltd	Hobart, Tas	Executive search services	7/05/2019 – 31/07/2019	65,000
Gerathy and Madison	Hobart, Tas	Media monitoring services	1/06/2019 – 31/05/2023	600,000
COVA Delivery Pty Ltd	Hobart, Tas	PowerSmart Homes Project	1/07/2019 – 30/06/2021	845,440

* A panel arrangement for the provision of Telephony and Mobile Data services was established and reported by DPAC in 2017-18. However, the contract with one panel member (Optus Networks Pty Ltd) was executed in 2018-19.

Table 3: Consultancy contracts awarded in 2018-19 with a value of \$50,000 or over (ex GST)

Consultant	Location	Description	Period	Total Value (\$) (inc. options)
University of Technology Sydney	Ultimo, NSW	Evaluation of the 2018 Southern Tasmania extreme weather event	31/01/2019 – 30/06/2020	129,000
KPMG	Hobart, Tas	Internal audit services	13/02/2019 – 31/12/2023	250,000
Wise Lord & Ferguson	Hobart, Tas	Local government legislative review	28/02/2019 – 13/09/2019	54,133

Table 4: Contracts with confidentiality provisions executed in 2018-19

Contractor	Description	Date of exemption approval
Optus Networks Pty Ltd	Telephony and Mobile Data (Panel member)	17 January 2018*

* Execution of this contract occurred in 2018-19.

Contact Us

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Local Government Division	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6232 7022		lgd@dpac.tas.gov.au
Office of Parliamentary Counsel	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6232 7270		OPC.Enquiries@dpac.tas.gov.au
Office of Security and Emergency Management	Level 1, 47 Liverpool Street Hobart TAS 7000	6232 7979		secretary@dpac.tas.gov.au
Office of the Secretary	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7230		secretary@dpac.tas.gov.au
Policy Division	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7550		policy.admin@dpac.tas.gov.au
Service Tasmania	Level 7, 144 Macquarie Street Hobart TAS 7000	1300 135 513	6233 5669	sthel@dpac.tas.gov.au
State Service Management Office	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7040		ssmo@dpac.tas.gov.au
Tasmanian Climate Change Office	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7173		climatechange@dpac.tas.gov.au
Tasmanian Government Courier – Hobart	Basement, Franklin Square Hobart TAS 7000	6232 7053	6173 0257	courierssouth.lync@dpac.tas.gov.au
Tasmanian Government Courier – Launceston	Ground Floor, 53 St John Street, Launceston TAS 7250	0457 704 829 or 0409 957 856	6173 0257	
Tasmanian Training Consortium	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7511	6233 6600	ttc@dpac.tas.gov.au
Strategy and Engagement Unit	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7230	6223 5685	secretary@dpac.tas.gov.au



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