



# DPAC ANNUAL REPORT 2015–16



## ABOUT THIS PUBLICATION

This Annual Report provides information for all stakeholders with an interest in the machinery of government, policy services, whole-of-government service delivery, local government, information technology, state service management, legislation development, security and emergency management, aboriginal affairs, women's policy, climate change, community development and sport and recreation. It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2015-16.

The report is presented in several sections:

Section	Page
Submission to the Premier and Ministers	I
Our Year in Review	2
Secretary's Report	4
Our Department	7
Our Strategic Priorities – How we performed	13
Our Performance Measures	47
Our People and Policies	51
Our Divisions	63
Our Finances	69
Our Compliance Report	83
Compliance Index	91
Abbreviations	93
Index	95
Our Contacts	97

All of our annual reports are available for download from the department's [website](#).

© Crown in the Right of the State of Tasmania

For copies or further information regarding this Report please contact:

Department of Premier and Cabinet  
GPO Box 123  
Hobart TAS 7001

Call 03 6232 7038  
Email [secretary@dpac.tas.gov.au](mailto:secretary@dpac.tas.gov.au)

[www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)



# Submission to the Premier and Ministers



**Hon Will Hodgman MP**

Premier  
Minister for Sport and Recreation  
Minister for Aboriginal Affairs



**Hon Jeremy Rockliff MP**

Minister for Education and  
Training



**Hon Jacquie Petrusma MP**

Minister for Women



**Hon Peter Gutwein MP**

Minister for Planning and  
Local Government



**Hon Michael Ferguson MP**

Minister for Information Technology  
and Innovation



**Hon Matthew Groom MP**

Minister for Environment,  
Parks and Heritage

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 27 of the *Financial Management and Audit Act 1990*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of Premier and Cabinet for the financial year ended 30 June 2016.

Yours sincerely

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

**Greg Johannes**

Secretary  
Department of Premier and Cabinet  
18 October 2016



# Our Year in Review

- Undertook actions in our 2015-18 Strategic Plan
- Implemented Safe Homes, Safe Families: Tasmania's Family Violence Action Plan
- Delivered the Government's election commitments
- Participated in the National Energy Production Plan
- Drafted 61 Bills and 113 Subordinated instruments
- Integrated Service Tasmania Service Centres into the Department
- Reduced the operational loss of the Silverdome
- Implemented State Service Reform Program
- Assisted with resetting the relationship with the Tasmanian Aboriginal Community
- Processed approximately 530 grants valued at approximately \$14.8 million
- Revised our Organisational Values
- Responded to the results in the People Matter Survey
- Supported the 20th Anniversary of the Port Arthur tragedy
- Supported gender diversity in the State Service
- Supported Official visits to the State
- Developed and implemented community-focussed policies and procedures





- **Funded 40 State sporting organisations and State Sector service providers through the State Grants Program to directly benefit 110 984 registered Tasmanian members**
- **Launched an improved Local Government Code of Conduct Framework**
- **Undertook the accreditation process to become a White Ribbon Workplace**
- **Supported two Local Government Boards of Inquiry**
- **Supported the Community during the bushfire and flood disasters**
- **Supported local government to undertake feasibility studies into amalgamations and strategic shared service arrangements**
- **Implemented a new risk management framework**
- **Assisted with the development of the Tasmanian Planning Scheme**
- **Developed the Tasmania Cloud Policy**
- **Continued to roll-out services under the Modern Communications Project**
- **Provided high quality support to the Premier at COAG meetings**
- **Elite athletes achieved high level performances**
- **Unqualified audit report on our financial statements with no audit findings**
- **Monitored the implementation of the Government's Next 365 Days Plan**

# Secretary's Report



Unlike many of its equivalent agencies in other jurisdictions, DPAC in Tasmania has become a department with an equally strong focus on policy, programs and services, with each area having the opportunity to strengthen our efforts in the others.

When the Service Tasmania network joined us on 1 July 2015, the Department of Premier and Cabinet shifted its primary focus. At the end of the 2014-15 financial year, most of our people were involved in policy development and program delivery, and – with the exception of our Community, Sport and Recreation team – most of them worked in Hobart.

One day later the majority of our people had a focus on service delivery within the public sector and to the wider community, and they worked from more than 30 locations around the State.

Unlike many of its equivalent agencies in other jurisdictions, DPAC in Tasmania has become a department with an equally strong focus on policy, programs and services, with each area having the opportunity to strengthen our efforts in the others.

There were also substantial changes in the make-up of our Agency Executive during the year. We brought new people in with diverse backgrounds and skills as some of our most senior and respected leaders moved on to new opportunities. And we established 50/50 gender representation around the Executive table for the first time.

As an organisation with flexible and adaptable people throughout, we made sure that we continued to deliver on the Government's priorities as we adjusted our structures and processes to support DPAC's expanded role in service delivery. This included providing high-quality support on issues that arose unexpectedly throughout the year.

Some of the highlights of 2015-16 for me were:

- Drafting 61 Bills for Parliament and 113 subordinate instruments in areas ranging from education and planning to housing and law reform;
- Supporting a reset of the Government's relationship with the Tasmanian Aboriginal community, including developing a new policy on eligibility;

- Processing more than 500 grants worth almost \$15 million;
- Supporting commemoration of the 20th anniversary of the Port Arthur tragedy;
- Integrating Service Tasmania which now delivers more than 600 services to the Tasmanian community;
- Developing a new policy on the Tasmanian 'Cloud';
- Creating a Cabinet Implementation Unit to drive even higher levels of responsiveness across the Service;
- Supporting organisations across the State Service to embrace digital telecommunications;
- Monitoring and reporting achievement across the State Service on the Government's 365 Day Plan; and
- Watching Tasmanian athletes who were trained and supported at our Institute of Sport, compete at the Rio Olympics.

Of course, many people will remember the 2015-16 financial year for the issues it was much more difficult to plan for – the challenges presented by natural disasters, a difficult energy supply situation, and instability in a number of local councils. Staff across DPAC, from the policy developers to the service deliverers, rose to these challenges, often treading new ground.

One highlight for me coming out of this work was the role we played in supporting communities during the initial response to the mid-year floods. Our Communications and Security and Emergency Management teams came to the fore, and this was the first time the trusted network of community assets and people that comprise Service Tasmania played such a central role in emergency relief and recovery. We'll learn from this and build on it in for future events.





During the year our growing focus on service delivery meant it was also time to review our Departmental values and make sure they still resonated for a workforce that is very different from the one we had in 2015 and 2014. Following conversations throughout the Agency, we have a renewed focus on excellence, working together, being professional and our customers. Work will continue in 2016-17 to embed the values into DPAC at all levels of the organisation.

Investment in the Agency and its culture and practices has been a consistent theme throughout 2015-16. Our new values coincided with a heavy investment in our efforts to be accredited by the White Ribbon program. We also introduced a new risk management framework and a new and more streamlined process for supporting performance development in the Agency. We launched a new and much more user-friendly intranet site. And we started advertising all our vacancies as able to be filled using a flexible work pattern, to help improve the diversity of our workforce.

I am proud of the work this Department does for the Government and for the Tasmanian community. DPAC is full of committed and passionate State Servants, and this year they excelled themselves. As the organisation around them changed, they invested in making it a better place to work, delivered the Agency's priorities, and rose to the unexpected challenges that came out of the environment around them.

Thank you.

**Greg Johannes**

Secretary

Department of Premier and Cabinet

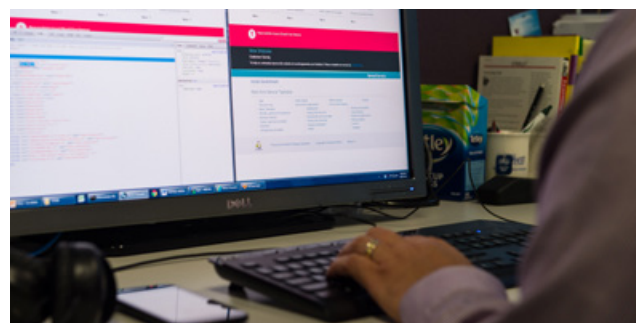
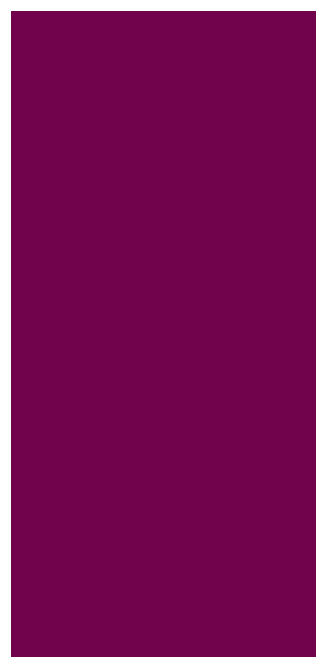
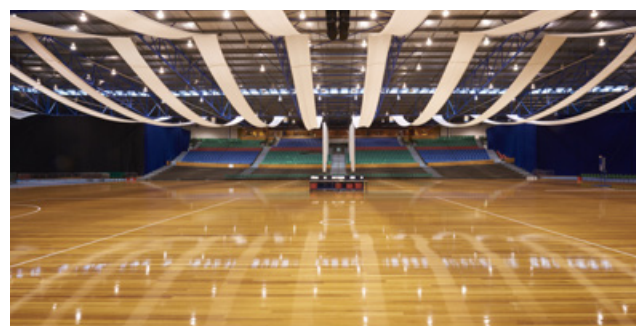
As an organisation with flexible and adaptable people throughout, we made sure that we continued to deliver on the Government's priorities as we adjusted our structures and processes to support DPAC's expanded role in service delivery.







## Our Department



The Department of Premier and Cabinet (DPAC) has undergone significant changes over the last few years, with the transfer of Sport and Recreation Tasmania and the Service Tasmanian Shop (now Service Centres) operations to the Department.

These changes resulted in the Department transforming from providing predominantly policy services, to providing both policy services and service delivery to internal and external clients. This has had a significant impact on the employee profile of the Department.

During 2015-16, we developed a Strategic Plan for 2015-2018, including a new vision and role statements, and revised work and organisational priorities. Our Strategic Plan can be accessed on our website.

During the year we also reviewed our values. We will continue to define those values over the coming year to further describe the behaviours we expect.

## OUR VISION

Leading by example in a respected and valued State Service.

## 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 inter-governmental relations;
- lead and coordinate whole-of-government initiatives;
- support the machinery of Government;
- administer statutory responsibilities;
- deliver programs to improve the wellbeing of Tasmanians; and
- support the Tasmanian State Service.

## OUR VALUES

### Excellence

We strive for excellence at all times.

### Customer-focused

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

### Working together

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

### Being professional

We act with integrity and are accountable and transparent.

## OUR WORK PRIORITIES

In accordance with our Strategic Plan 2015-2018, we focused on the following priorities during 2015-16:

### 1. Government reforms

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

### 2. National leadership

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

### 3. Reset our relationship with the Aboriginal community

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

### 4. Preventing family violence

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

### 5. China

Work in partnership with other agencies and the community to increase opportunities for Tasmanian trade, investment and jobs through our relationship with China, Tasmania's largest trading partner.

### 6. Community participation

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

### 7. Counter terrorism

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

### 8. Local government

Support local government to increase the take-up of shared services and voluntary amalgamations.

### 9. State Service workforce

Develop and lead a productive, high-performing State Service workforce that delivers quality services for all Tasmanians.

### 10. Information management

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

### 11. Service Tasmania

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





## OUR ORGANISATIONAL PRIORITIES

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

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

## GOVERNANCE

The Department is led by the Executive Group, comprising the Secretary, Deputy Secretaries and Directors of Communities, Sport and Recreation, Service Tasmania and State Service Management Office.

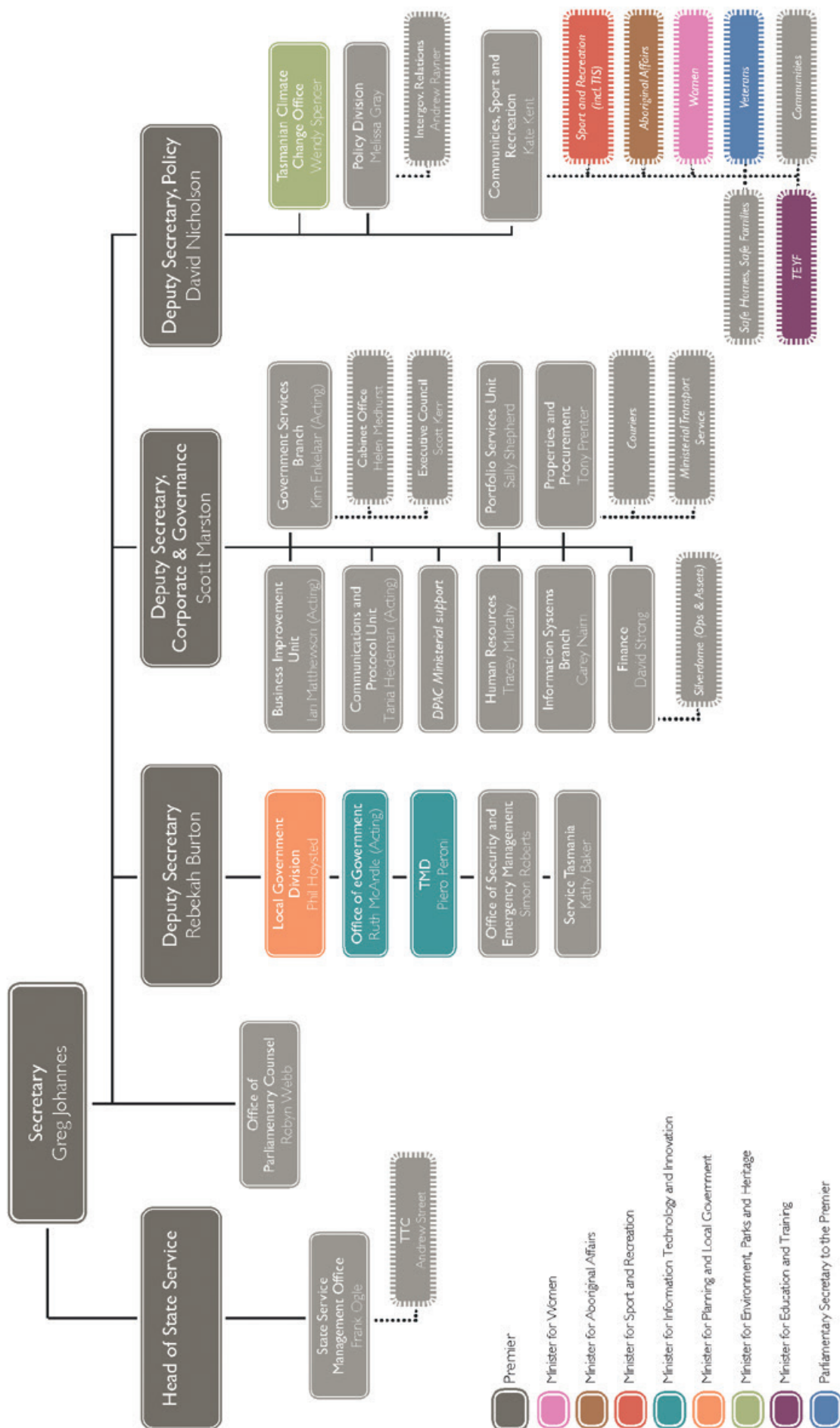
The DPAC Leadership Group (DLG) is chaired by the Secretary and is attended by the Directors or Managers of each division and business unit. DLG meetings are held as required, and provide an opportunity to communicate and review Agency issues, policies and procedures.

During the year a further consultative group was formed that included all staff designated as Managers and above. This group, known as the G50, met to discuss the Strategic Plan, Values and outcomes of the 2015 People Matter survey.

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 13 and in the Output Structure table on page 14.

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 2016 the Ministerial and Output Group structure was as follows:

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

In addition, the Minister for Education and Training is responsible for the Tasmanian Early Years Foundation and Communities, Sport and Recreation is the responsible division.

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







## Our Strategic Priorities – How we performed



The following section describes what we delivered under each of the work and organisational priorities outlined in the Strategic Plan for 2015-16. The report includes the results for our performance measures.

To assist the reader the following table provides the abbreviations that are used in the following narrative to denote the various Divisions with the Department.

Abbreviation	Division name
BIU	Business Improvement Unit
CPU	Communications and Protocol Unit
CSR	Communities, Sport and Recreation
GSB	Government Services Branch
OAA	Office of Aboriginal Affairs
OeG	Office of eGovernment
OPC	Office of Parliamentary Counsel
SSMO	State Service Management Office
TCCO	Tasmanian Climate Change Office
TTC	The Training Consortium

## INTRODUCTION

The Department's Strategic Plan is structured so that we focus on supporting the Government to deliver its agenda to:

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

We supported the above agenda by focussing on 11 work priorities and five organisational priorities.





# Work Priority I

## – Government reforms

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

During 2015-16 we undertook the following actions to achieve this priority.

### **WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED:**

#### **Delivery of Government's Reform Agenda**

DPAC has a key role in leading Government's significant reform agenda, including across social, economic and environmental policy areas. In 2015-16, the focus for the Department was on major reforms in health, education and planning, as well as taking action on climate change.

To ensure delivery of Government's reform agenda, DPAC also coordinates implementation of actions and commitments identified in Government's Our Plan for the Next 365 Days and Agenda 2016.

#### **Health Reform**

While the Department of Health and Human Services is primarily responsible for implementing Government's health and human services reform agenda, DPAC provides leadership and support and negotiates with the Commonwealth about health funding.

In 2015-16, our Policy Division assisted with the development of the Healthy Tasmania five-year Strategic Plan and reform of children's services; and negotiated funding agreements with the Commonwealth, including for the Mersey Community Hospital.

#### **Education Reform**

DPAC provides leadership and support to the Department of Education in reforming Tasmania's education system. In 2015-16, our Policy Division assisted with the Review of the *Education Act 1994*, and the development and public consultation on the draft Education Bill 2016.

#### **Improving Education Outcomes**

In August 2015, the Tasmanian Government and University of Tasmania finalised a new ten-year Partnership Agreement, Making the Future. It reflects a shared commitment to improve educational outcomes and Tasmania's economic growth, to make Tasmania an attractive place in which to live,

invest and create jobs. The Policy Division supports a number of actions under the Partnership Agreement including the establishment of the Peter Underwood Centre for Education Attainment and coordinated actions across Government.

#### **Planning Reform**

The Tasmanian Government is undertaking major reform of Tasmania's land-use planning system, to support economic growth.

During 2015-16, our Policy Division worked with the Departments of Justice; State Growth; and Primary Industries, Parks, Water and the Environment to progress development of the Tasmanian Planning Scheme. The Secretary of DPAC chaired the State Policies Interdepartmental Committee, which provided advice to the Minister for Planning and Local Government about the draft State Planning Provisions and led the drafting of Tasmanian Planning Policies, which will guide land-use planning.

#### **Coordinating delivery of the Next 365 Days Plan, AGENDA 2016 and Election commitments**

DPAC coordinates agency delivery of commitments under the Government's Plan for the Next 365 Days and AGENDA 2016, as well as Election commitments. Working across Government, in 2015-16 Policy Division prepared regular reports to Cabinet on implementation of deliverables listed in these plans.

#### **Action on Climate Change**

As a significant area of environmental policy, DPAC leads whole-of-government action on climate change. This includes ensuring our legislation and policy is effective in meeting Government's objectives and targets.

In 2015-16, our Tasmanian Climate Change Office (TCCO) commenced an independent review of the *Climate Change (State Action) Act 2008* (the Act). This independent review will consider the extent to which the Objects of the Act are being achieved and whether any additional legislative measures are required. It will also consider the appropriateness of

Tasmania's current emissions reduction target and how the Act could strengthen action on climate change across Government.

This review is being undertaken in consultation with the Tasmanian community, with a discussion paper released in June 2016.

In line with a commitment in the Tasmanian Government's Plan for the Next 365 Days, TCCO released a Draft Climate Change Action Plan for public consultation process in December 2015. The draft action plan outlines the Tasmanian Government's framework for action to deal with climate change through to 2021.

## SUPPORT WE PROVIDED TO GOVERNMENT AND THE STATE SERVICE

### Policy support to the Premier and Cabinet

DPAC provides policy advice and assistance to the Premier and Cabinet, as well as to agencies across the State Service. This includes providing policy support in relation to the key reform areas already mentioned, but also on a range of other social, economic and environmental policy issues.

During the year, we provided advice on 142 Cabinet Minutes and Draft Cabinet Minutes. This included advice regarding significant emerging issues and priorities such as health and human services reform, education reform, economic development, community sector services, reporting on Australian Government election commitments and on a suite of National Partnership Agreements.

### Ministerial and Parliamentary support

Corporate Services assisted Ministerial and electoral offices with the management of staff and resources throughout the year.

Following a number of Cabinet member changes, GSB managed the appointments of new Cabinet members including induction for new Ministers and ministerial office staff.

During the year the Executive Council Secretariat undertook administrative action for the following events:

- the Lieutenant-Governor (Hon A Blow OAM) assumed the Vice-Regal Office on two occasions;
- the Administrator (Hon S Tennent) assumed the Vice-Regal Office on one occasion;



- Ministerial changes on 18 February 2016; 4 April 2016 and 13 June 2016;
- appointment of Acting Premier on four occasions;
- appointment of Acting Attorney-General on three occasions; and
- appointment of an Acting Supreme Court Judge on 10 March 2016.

### UTAS Engagement

In August 2015 the Tasmanian Government and University of Tasmania finalised a new ten-year Partnership Agreement, Making the Future. It reflects a shared commitment to improve educational outcomes and Tasmania's economic growth, to make Tasmania an attractive place in which to live, invest and create jobs. Our Policy Division supports a number of actions under the Partnership Agreement including the establishment of the Peter Underwood Centre for Education Attainment and coordinated actions across Government.



## ELECTION COMMITMENTS AND GOVERNMENT PRIORITIES WE DELIVERED UNDER THE NEXT 365 DAY PLAN

In addition to coordinating delivery of election commitments and priorities identified under Government's Plan for the Next 365 Days and Agenda 2016 across other agencies, DPAC was responsible for drafting legislation to implement commitments and for delivering a number of commitments ourselves.

### Legislation

During 2015-16, OPC drafted all legislation required to implement commitments identified under Plan for the Next 365 Days. These included:

- preparing a new Building Act;
- preparing a legislative instrument to merge three Tasmanian Health Organisations into one;
- legislation in relation to ending family violence and to establish a Commissioner for Children;
- legislation to introduce mandatory treatment of sex offenders;
- amendments to the *Charter of Budget Responsibility Act 2007*, a new Financial Management Act;
- amendments to the *Liquor Licensing Act 1990*;
- amendments to legislation to establish the right to an appeal where there is fresh and compelling evidence;
- amendments to the *Land Use Planning and Approvals Act 1993* to introduce a single planning scheme;
- a new Industrial Hemp Act;
- a consultation draft of a proposed new Education Act;
- legislation to reduce red tape and the size of some Boards.

OPC also drafted legislation to enable "ride-sharing" services to be provided in Tasmania; to enable the provision of new homes through innovative arrangements; to streamline red tape in relation to pharmacies; to enable the merger of Tasmanian Superannuation funds and the transfer of the accumulation scheme part of the Retirement Benefits Fund to such funds; to enable additional judges to be appointed; and to enable the generation of energy by temporary generators to occur during the power crisis.

### Climate Change Action Plan

In December 2015, TCCO released a Draft Climate Change Action Plan outlining the action Government will take to deal with climate change.

We sought public input on the draft action plan via written submissions, and forums were held in Burnie, Launceston and Hobart. Six roundtables were also held with key stakeholders in the areas of natural and cultural heritage; renewable energy; primary industries; extreme events; and climate science. Over 150 people attended the forums and roundtables, and 88 written submissions were received.

A final Climate Change Action Plan will be released in late 2016.

### Improving Tasmania's Energy Efficiency

Our TCCO also developed and implemented a suite of initiatives to improve Tasmania's energy efficiency. Some of the initiatives were announced as part of the Tasmanian Energy Strategy which was released in May 2015. Tasmanian Energy Strategy initiatives undertaken by TCCO in 2015-16 include:

- implementing a Community Energy Efficiency Project, working with community sector professionals to support their delivery of energy efficiency information and resources to vulnerable clients; and
- assessing the feasibility of establishing Environmental Upgrade Agreements, an innovative funding model for energy efficiency capital upgrades.

### Tasmanian Cloud

As part of Growing our Information and Communication Technology Industry element of 360 Plan, OeG developed the Government's Tasmanian Cloud Policy to establish the on-island Tasmanian Cloud for use by Government, and if Government suppliers wish, the broader Tasmanian Community.

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

### CPU Initiatives

To ensure communication about key Government reforms to the broader community, CPU provided support to agencies such as Health and Human Services; Justice; and Education, as well as for the Safe Home, Safe Families: Family Violence Action Plan.

CPU also supported DPAC to produce information in accessible formats and to run accessible events.

### Bigger Things

Under the Partnership Agreement, DPAC and the University are working on the Bigger Things project, which aims to improve education outcomes for Tasmanians, by ensuring more students from the Huon Valley have the aspiration, support and skills required to successfully progress from compulsory education to tertiary education.

In June 2016, Policy Division prepared a status report for the Premier on the second year of the Bigger Things project, which demonstrated the outcomes being achieved under this project.

### **Building Community Capacity to address Climate Change**

TCCO continued to engage with the community through a range of online and face-to-face communications to support community action on climate change. The TCCO email subscriber list almost doubled during 2015-16, growing from 154 to 292 subscribers. The subscriber list received three editions of the TCCO newsletter, as well as specific updates relating to consultation processes, including the release of the *Draft Climate Change Action Plan* and the discussion paper for the review of the *Climate Change (State Action) Act 2008*. Support for TCCO's Facebook page continued to grow, with the number of 'likes' reaching 541, up from 449 in 2014-15.

TCCO completed a major review of its website, including a full review and update of the content, and giving it a new 'look and feel' to make it more user-friendly. The website was launched in December 2015 and now combines TCCO's two previous websites into one. It includes a range of practical resources to support community action on climate change, as well as the TCCO Facebook feed, a calendar of events and an option to subscribe to the newsletter.

### **Improving Tasmania's Energy Efficiency**

In 2015-16, TCCO delivered a Smarter Fleets program and an electric vehicle demonstration project, and will continue to build on this work in the coming year.

The Smarter Fleets pilot program provided tailored guidance and support to reduce vehicle fleet costs with a small number of Government and non-government fleets. Six fleets participated in the pilot, baseline fleet assessments were conducted and a Smarter Fleets Improvement workshop was delivered. Written guidance materials will also be developed to assist other fleets reduce their costs.

The electric vehicle demonstration project, a partnership between TasNetworks, Hydro Tasmania and the Government, helped fleet managers understand the whole-of-life costs for electric vehicles and make appropriate decisions for their fleet. Nine Government agencies, two Government Business Enterprises, five councils and three other organisations participated in the program.



# Work Priority 2 – National leadership

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

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

### Delivering the COAG Agenda

The Premier participated in three COAG and Council of the Australian Federation (CAF) meetings, as well as a special Australian Leaders' Retreat on economic and federation reform, in 2015-16. The Policy Division supported this participation by coordinating advice across Government on issues including:

- reducing violence against women and their children;
- national health reform;
- countering violent extremism;
- aboriginal affairs;
- the National Disability Insurance Scheme; and
- taxation reform.

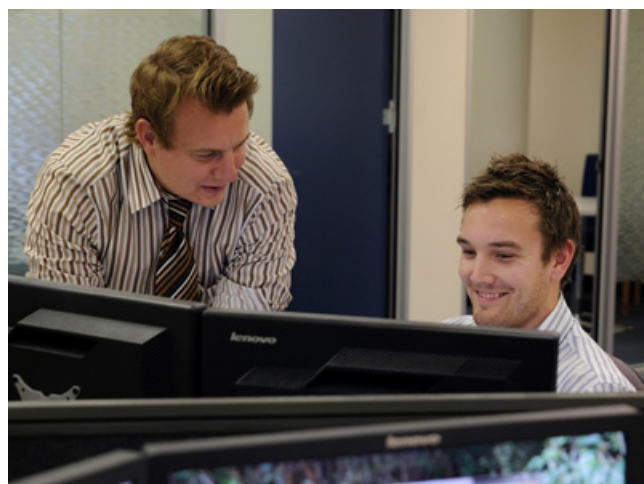
In particular, the Policy Division provided whole-of-government leadership supporting the Tasmanian Government's participation in the Australian Government's economic and federation reform agenda. Key issues included supporting the principle of horizontal fiscal equalisation and improving the sustainability of hospital funding, including reforms to help keep people out of hospital.

In addition, Tasmanian interests were actively represented by DPAC staff in forums associated with COAG, including six meetings of COAG senior officials.

### Intergovernmental Relations

The Policy Division led performance reporting on National Agreements and National Partnerships, and coordinated Tasmania's input into the Productivity Commission's Annual Report on Government Services.

Our Policy Division represented Tasmania in a range of national forums, including those relating to national health reforms, federalism, tax reform, and accountability and reporting frameworks.



### Inquiries

During the year the Policy Division assessed 149 inquiries being undertaken by the Tasmanian and Australian Parliaments and other bodies such as the Productivity Commission. Where necessary, we coordinated whole-of-government submissions or referred inquiries to other agencies for appropriate action. We also continued to work with agencies to build awareness of, and support, compliance with the whole-of-government approach to inquiries and reviews.

### Trade and Treaties

Our Policy Division coordinated whole-of-government responses to major trade negotiations in 2015-16. These included:

- Pacific Agreement on Closer Economic Relations (PACER) Plus
- Third Review of the Singapore-Australia Free Trade Agreement
- World Trade Organisation Government Procurement Agreement.

We also coordinated Tasmanian Government responses to the Australian Government reports to the United Nations Committees on existing treaty obligations including:

- Convention on the Elimination of all Forms of Discrimination Against Women
- Universal Periodic Review on Human Rights.

## National Disability Insurance Scheme

Throughout 2015, the Policy Division led complex intergovernmental negotiations with the Australian Government on the transition to the National Disability Insurance Scheme (NDIS), in close collaboration with the Department of Health and Human Services and the Department of Treasury and Finance. A Bilateral Agreement between the Australian and Tasmanian Governments on the Transition to the NDIS was signed by the Premier, Will Hodgman MP, and the Prime Minister, Malcolm Turnbull MP, on 11 December 2015. The transition commenced on 1 July 2016 and approximately 10 600 Tasmanians with disability are expected to enter the NDIS by July 2019. The Tasmanian Government is contributing \$572 million to the NDIS over four years.

In early 2016, DPAC established a high level, whole-of-government Steering Committee to oversee the Tasmanian Government's transition to the NDIS. The Policy Division provides secretariat support to the Steering Committee and coordinates bi-annual briefings to Cabinet on NDIS implementation. The Policy Division also provides advice and strategic guidance to support line agencies plan and implement the transition to the NDIS.

During 2015-16, Policy Division officials continued to represent the Tasmanian Government at various multilateral policy fora on key elements of NDIS design, and at monthly operational planning sessions with the National Disability Insurance Agency.

## Heads of Mission – Minister for Foreign Affairs

In April 2016, the Hon Julie Bishop MP hosted a three-day Heads of Mission visit to Tasmania of 82 members of the Canberra Diplomatic Corps. The Premier hosted a function for the delegation at Frogmore Creek, joined by 48 official guests including Parliamentary colleagues and Tasmanian business representatives. The lunch was a showcase Tasmanian of Tasmanian food, beverages and products. DPAC provided support to DFAT for a two-day program for 40 spouses who accompanied their partners on the visit.

## 20th Anniversary of Port Arthur Tragedy

The commemoration of the 20th anniversary of the Port Arthur tragedy was held on 28 April 2016. The event was a cross-agency collaboration, with DPAC's CPU working closely with the Port Arthur Historic Site Management Authority (PAHSMA), DPIPWE and DPFEM. The event was attended by Prime Minister Malcolm Turnbull MP, Foreign Minister Julie Bishop MP, Federal Opposition Leader Bill Shorten MP and Premier Will Hodgman MP.

## Other Official Visits and Events

The Department also managed eight diplomatic visits during the year, three Long Service Recognition events, the Premier's Reception for the National History Challenge Awards Ceremony, and assistance to the Tasmanian event for the Netball World Cup.

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

### Monitoring and Reporting on Tasmania's Greenhouse Gas Emissions

Tasmania's latest greenhouse gas accounts for 2013-14 were released on 6 May 2016 as part of the Australian Government's State and Territory Greenhouse Gas Inventories 2014 (the Inventories). The Inventories are prepared in accordance with Australia's annual reporting commitments under Article 12 of the United Nations Framework Convention on Climate Change (UNFCCC) and Article 7 of the Kyoto Protocol. TCCO publishes an analysis of Tasmania's emissions annually and for the second year in a row the State has exceeded its legislated emissions reduction target of 60 per cent below 1990 levels by 2050.

### Contribution to National Policy and Programs

TCCO contributed to a number of national policy fora and processes in 2015-16. TCCO provided policy advice to the Hon Matthew Groom MP, in his capacity as Minister for Energy and Minister for Environment, Parks and Heritage to inform Tasmania's representation on the COAG Energy Council. The COAG Energy Council is the Ministerial forum for the Australian, states, territories and New Zealand governments to work together on national energy reform initiatives.

TCCO participated in the Productivity Working Group which developed the National Energy Productivity Plan (NEPP) which was released in December 2015. TCCO participated in meetings of the Energy Efficiency Advisory Team (EEAT) which comprises the Equipment Energy Efficiency and Nationwide House Energy Rating Scheme (NatHERS) programs.

TCCO participated in state and territory engagement groups for the Australian Government's Emission Reduction Fund (ERF) and Clean Energy Regulator (CER). TCCO also participated in the National Greenhouse Gas Inventory Committee, the National Climate Change Adaptation Research Facility coastal risk project steering committee and the National Australian Built Environment Rating System national steering committee.



# Work Priority 3 – Reset our relationship with the Aboriginal community

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

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

In January 2016, the Premier and Minister for Aboriginal Affairs, Will Hodgman MP committed to resetting the relationship with the Tasmanian Aboriginal community.

In particular, he committed to:

- developing and implementing a new approach to determining who is eligible for Aboriginal programs and services offered by the Tasmanian Government;
- recognising Aboriginal people in the Tasmanian Constitution;
- focussing on Tasmanian Aboriginal history and culture in schools;
- exploring opportunities for joint land management and land return; and
- closing the gap in outcomes for Aboriginal Tasmanians.

DPAC is leading implementation of these actions across Government.

### Governance of Aboriginal Affairs

DPAC coordinates implementation of various commitments in the Aboriginal affairs portfolio through a Heads of Agency Steering Committee and senior officers Inter-Departmental Committee.

### Eligibility for Aboriginal programs and services offered by the Tasmanian Government

On 1 July 2016, the Tasmanian Government changed its approach for determining eligibility for Aboriginal and Torres Strait Islander programs and services to be more consistent with the Australian Government's approach.



This more inclusive approach to eligibility was developed over by CSR and Policy Division through consultation with agencies across Government that deliver Aboriginal programs and services, as well as with the Aboriginal community and the Australian Government.

## Recognition of Aboriginal People as Tasmania's First People

On 7 June 2016, the Tasmania Government released a draft amendment to the Preamble of the Constitution Act to recognise Aboriginal People as Tasmania's First People.

Following seven weeks of consultation, and minor amendments as suggested through consultation, the Bill to amend the Act was tabled in Parliament in October 2016.

## Joint land management and return

DPAC, together with the Department of Primary Industries, Parks, Water and the Environment, is investigating mechanisms to improve Tasmania's land return model.

In addition, these agencies are exploring opportunities for joint land management.

## Closing the Gap

The Premier, and Minister for Aboriginal Affairs, has committed to closing the gap in outcomes for Aboriginal Tasmanians. DPAC is working closely with the Commonwealth and other jurisdictions to determine where the gap in outcomes is greatest, including through contributing to the Overcoming Indigenous Disadvantage Report which is due to be released in November 2016. Policy Division is also liaising with the Australian Government to secure funding for programs aimed at closing the gap.

In 2015-16, CSR worked across Government to ensure programs aimed at improving outcomes for Aboriginal people were appropriately targeted and to assist in engaging with Aboriginal organisations and Tasmanians about these programs.

## ELECTION COMMITMENTS AND GOVERNMENT PRIORITIES WE DELIVERED UNDER THE NEXT 365 DAY PLAN

Introduction of amendments to the Constitution and changes to the approach for determining eligibility for Tasmanian Government Aboriginal programs and services were commitments under Agenda 2016.



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

CSR continues to work across Government to lead and oversee the delivery and implementation of programs and services aimed at improving outcomes for Aboriginal and Torres Strait Islander Tasmanians.

This includes engaging with Aboriginal people and organisations to ensure programs and services are appropriately targeted and delivered.

DPAC also supports the Aboriginal Land Council of Tasmania and provides advice across Government about working with and consulting with Tasmanian Aboriginal organisations and people.



# Work Priority 4

## – Preventing family violence

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

During 2015-16 we undertook the following actions to achieve this priority:

### WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

The Tasmanian Government is committed to taking strong action against family violence.

As a key priority and area of significant reform, in 2015-16 DPAC has led and coordinated Government's action on family violence, by:

- working with the Australian Government and other jurisdictions to implement the National Plan to Reduce Violence Against Women and their Children 2010-22;
- leading development and implementation of the Safe Homes, Safe Families Family Violence Action Plan;
- working towards White Ribbon accreditation in the State Service; and
- implementing various initiatives within the State Service to reduce family violence and provide support for victims of family violence.

#### Safe Homes, Safe Families

In August 2015, following months of work by DPAC and other agencies, the Premier released the \$25.57 *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015–2020*. This plan builds on the \$16 million in direct and \$24 million in indirect funding the Government already spends annually to address family violence each year.

DPAC led development of the Plan over a short timeframe by bringing together subject experts from the Departments of Justice; Education; Health and Human Services; Police, Fire and Emergency Management. Policy analysts and agency experts worked as a "hot team" co-located in DPAC. This shared space and close networking enabled effective collaboration, sharing of expertise and real time discussion.

It resulted in ground-breaking initiatives, including:

- the Safe Families Coordination Unit where agencies are co-located, enabling them, to share relevant information about high risk family violence offenders; and
- Safe Choices, which provides early intervention and prevention support to anyone affected by family violence.

The work also resulted in another 16 actions (since expanded to a total of 18 actions) to raise awareness, support victims and to hold perpetrators to account.

Key to the Plan's development was the governance structure led by a high-level steering committee, chaired by the Secretary of DPAC and comprising the Commissioner of Police and Secretaries of Education, Justice and DHHS.

The importance of the work was reflected in the creation of a specific Cabinet Committee to provide oversight to and approve the Strategy.

All governance structures still exist to oversight implementation and the Family Violence Taskforce now meets monthly and oversees implementation at the operational level. The implementation role has transferred internally from the Policy Division to CSR.

#### White Ribbon Accreditation

One of the actions under the Government's Safe Homes, Safe Families is that all Government agencies will be accredited as White Ribbon Workplaces. The first three agencies to commence the accreditation process are Departments of Treasury and Finance; Police, Fire and Emergency Management; and our Department. An inter-agency Steering Committee was formed during the year to collectively progress the actions required to achieve accreditation.

During 2015-16 the Department managed a number of whole-of-government and community events to raise awareness about family violence and the White Ribbon initiative. On Thursday 30 July, the Premier Will Hodgman and Commissioner of Police Darren Hine co-hosted the Tasmanian Government's White Ribbon Night event at the Tasmanian Museum and Art Gallery, which was attended by over 100 people.

This was followed by the White Ribbon Walk on White Ribbon Day, 25 November, hosted by DPAC Secretary Greg Johannes, along with the Minister for Women; the Commissioner of Police; and the Secretary of the Department of Treasury and Finance, all of whom led over 400 people on a walk from St David's Park to Parliament House Lawns to demonstrate the Tasmanian State Service's commitment to eliminating family violence in our community.

## SUPPORT WE PROVIDED TO GOVERNMENT AND THE STATE SERVICE

DPAC is coordinating implementation of Safe Homes, Safe Families in collaboration with the Departments of Health and Human Services; Justice; Police, Fire and Emergency Management; and Education.

In 2015-16, DPAC also lead implementation of a number of actions under the Safe Homes, Safe Families Plan, including:

- SSMO is progressing family violence leave provisions for State Servants, including up to 10 days a year of Family Violence Leave, with discretion for Heads of Agencies to approve more, and access to Personal Leave (Carer's) for an employee to provide immediate support to a family member experiencing family violence;
- SSMO is also progressing procurement of additional counselling services for adults experiencing family violence through the employee assistance programs (EAP);
- the Training Consortium (TTC) within SSMO worked with external experts to develop a training course Family Violence: impacts at work, which is being rolled-out across the State Service;
- Corporate Services is progressing White Ribbon accreditation for the Department;
- SSMO began a Gender Diversity in the State Service project to increase the representation of women in senior roles in the State Service to at least 40 per cent by 2020. Heads of Agencies have committed to a whole-of-government action and agency-specific action planning.

### Cultural Change – Gender Diversity in the State Service

As part of broader work to promote cultural change in attitudes to women, which can foster family violence, the Heads of Agencies under the leadership of the Secretary of DPAC have committed to whole-of-government action and agency-specific action planning to increase the representation of women in senior roles in the State Service to at least 40 per cent by 2020. The State Service target will complement our target in DPAC, which is 50 per cent by 2020.



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

DPAC has directly or indirectly supported the implementation of all 19 Safe Homes, Safe Families actions under the three priority areas of: changing attitudes and behaviours that lead to family violence; supporting families affected by violence; and strengthening legal responses to family violence.

# Work Priority 5 – China

**Aim:** Work in partnership with other agencies and the community to increase opportunities for Tasmanian trade, investment and jobs through our relationship with China, Tasmania's largest trading partner.

During 2015-16 we reviewed this Work Priority for 2016-18 and changed the focus to International Engagement.

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

China is Tasmania's largest international trading partner, a primary source of international tourists and international students, and an important source of inbound investment.

On 18 November 2014, the Tasmanian Government welcomed China's President Xi Jinping and his wife Madam Peng Liyuan to the State. Since this time, the Tasmanian Government has further strengthened our relationship with China, facilitating investment and engagement and building Tasmania's brand in Chinese markets. This has included the Premier and his Cabinet colleagues leading a number of trade missions to China and welcoming incoming delegations from China.

In 2016-17, the Tasmanian Government will expand its international engagement efforts to focus on South East Asia more broadly.

### Increasing International Students in Tasmania

In recognition of the opportunities presented by increasing numbers of international students to grow Tasmania's economy, including those from China, our Policy Division worked with the Departments of State Growth and Education, as well as the University of Tasmania and TasTAFE to progress development of an International Education Strategy for the State. In late June 2016, an International Education Position Paper was released, with the Strategy to be drafted during 2016-17.

## SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

### Trade Missions

Following on from the Premier's first trade mission to China in April 2015, the Minister for State Growth led a mission in September 2015 to Hong Kong, Hainan, Fujian, Shanghai, Beijing and Shaanxi. The centrepiece of the mission was the Savour Tasmania Gala Dinner, showcasing Tasmania's finest produce to 300 of China's most influential foodies.



The Premier led another Tasmanian delegation to China and Singapore from 8 to 15 April 2016, with a focus on positioning Tasmania as a premium leader of Australian agribusiness sector as part of Australia Week in China, as well as furthering opportunities in tourism, education, agribusiness and resources.

### Official Visits

DPAC coordinates and supports incoming delegations from China and other countries. This involves working closely with the Department of State Growth, Office of Coordinator-General and Department of Education, depending on the interests of the delegation.

For example, CPU provided support to an important Chinese delegation that visited the State from 16 to 18 November 2015. This visit was led by Dr Ma Peihua, Vice President of the Chinese People's Political Consultative Conference National Committee.

Also at this time, Tasmania was visited by the Shaanxi Fruit delegation, the Shanghai Tax Agency, representatives from a number of Chinese companies, and from our sister state province, Fujian. During the visit, Her Excellency Professor Kate Warner, Governor of Tasmania hosted an official dinner, and a reception for delegates was hosted by the Australia China Business Council, the THA and the Tasmanian Government.



# Work Priority 6

## – Community participation

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

During 2015-16 we undertook the following actions to achieve this priority:

### WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

DPAC pursues opportunities for all Tasmanians to participate in community life, and sport and recreation by building community capacity, enhancing access and participation, supporting individual and sector development, and administering grants.

During 2015-16, CSR led and/or coordinated the following initiatives:

- Inclusive Ageing Tasmania 2012-2014 Strategy
- Tasmanian Carer Policy 2013
- Tasmanian Disability Framework for Action 2013-2017
- Tasmanian Multicultural Policy 2014
- Multicultural Language Services Guidelines for State Government Agencies
- Tasmanian Women's Plan 2013-2018
- Whole-of-Government Framework for Lesbian, Gay, Bisexual, Transgender and Intersex Tasmanians
- Tasmania's plans for physical activity 2011-2021.

In addition, DPAC coordinates activities to support communities in times of crisis. OSEM supports whole-of-government strategies to prevent, prepare for, respond to, and recover from, emergencies arising from acts of terrorism, natural disasters and other emergencies.

DPAC also has a key role in assisting communities to plan for and recover from natural disasters. In January and February 2016, a series of bushfires caused considerable damage to fire sensitive areas in the Central Highlands, West Coast and South West regions of the State. In June 2016, Tasmania faced the worst floods this State has seen in 40 years.

Following these events, DPAC, through OSEM, CPU and Service Tasmania worked to coordinate recovery efforts and to support communities and businesses impacted by these disasters.



### SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

CSR supported a number of councils and groups to enable Government to engage with our community, including the Tasmanian Women's Council, the Tasmanian Veterans Advisory Council, the Multicultural Community Reference Group, the Tasmanian Carers Advisory Council, the Premier's Physical Activity Council and the Premier's Disability Advisory Council.

## **ELECTION COMMITMENTS AND GOVERNMENT PRIORITIES WE DELIVERED UNDER THE NEXT 365 DAY PLAN**

The Department, through CSR, managed the following election commitments and Government priorities during the year:

- celebrating Seniors through funding to COTA;
- Women on Boards Strategy 2015-2020;
- support to the ex-service community through additional funding the Returned and Services League (RSL) Tasmania Branch and the delivery of the Teddy Sheean Memorial Grants Program; and
- administration of election funding commitments and grant programs (a full list of the funding of commitments and grants is provided later in this Report and the Addendum).

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

### **Programs to Support Community Participation**

In 2015-16, CSR delivered a range of programs and services to improve the wellbeing and participation of Tasmanians including: the promotion of participation in sport and recreation; the Seniors Card and Companion Card programs; support and funding for sport and recreation infrastructure; and advice and assistance to a range of sport and recreation organisations to improve governance as well as outcomes for members and participants. CSR officers worked with a range of community-based organisations including COTA, the Youth Network of Tasmania (YNoT), Volunteering Tasmania, Carers Tas, and the Multicultural Council of Tasmania (MCOT) to deliver the Government's commitment to improving the wellbeing of Tasmanians.

CSR also delivered a number of grant programs including the State Grants Program, the Major and Minor Grants programs, Centenary of ANZAC grants, Teddy Sheean Memorial grants, Men's Shed Association, Multicultural grants, LGBTI Grants, National Youth Week and the ANZAC Day Trust.

### **Australia Day Program**

Managed by CPU, the Australia Day Program in 2015-16 provided ongoing support for local councils, running a grants program, providing Australia Day Ambassadors for community events and assistance for council Australia Day Awards programs.

In June 2016, the Department, through CPU, hosted a tour of Tasmania for six Australian of the Year Awards recipients. The group's tour program included participating in a public forum at the University of Tasmania, visiting Ogilvie High School and Queechy High School, and local social enterprises, including the Food Bank.

### **Assisting Communities to Plan for and Recover from Natural Disasters**

In 2015-16, DPAC, led by OSEM, continued to work with communities and businesses to assist in planning for, and recovering from, natural disasters.

For example, TCCO, in partnership with the Department of State Growth, delivered the Disaster Planning and Recovery for Tasmanian Businesses project. The project delivered a suite of resources to assist businesses to understand and prepare for risks from natural disasters, with a particular focus on business continuity planning to reduce risks, minimise losses and enable businesses to recover faster following a natural disaster.

### **Bushfires Thank You**

CPU coordinated a public event in Burnie to thank volunteers who assisted the community during the 2016 bushfires.

# Work Priority 7 – Counter terrorism

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

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

### Counter-terrorism Laws

The Office of Security and Emergency Management coordinated changes to counter-terrorism laws including amendments to the *Tasmanian Terrorism (Preventative Detention) Act 2005* to ensure that it remains current and operationally useful.

### National Identity Security Strategy

The Office of eGovernment coordinated the implementation of the National Identity Security Strategy, including coordinating the implementation of recommendations related to identity security, resulting from reports on the Martin Place siege.

## SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE

The Office of Security and Emergency Management:

- contributed to the development of *Australia's Counter-Terrorism Strategy*;
- supported the Premier's participation at COAG in relation to national counter-terrorism policy;
- worked with other Australian governments to develop a coordinated national approach to countering violent extremism through the Australia New Zealand Counter Terrorism Committee; and
- provided advice to Government regarding counter-terrorism laws including in relation to proposed amendments to Australian Government legislation relating to Control Orders policy, pre-charge detention and post-sentence detention for high-risk terrorist offenders.

CPU provides support to the State Emergency Management Committee through collaboration on the development of counter terrorism and other state emergency training exercises.



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

DPAC delivered the Tasmanian arrangements for Countering Violent Extremism to reduce the lure of violent extremist ideologies by strengthening social cohesion and intervening when individuals have been identified as being at risk of radicalisation.

CSR also funded the Australian Multicultural Foundation to deliver three interactive workshops around Building Resilience in the Community with Government and key community organisations.



# Work Priority 8 – Local government

Aim: Support local government to increase the take-up of shared services and voluntary amalgamations.

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

DPAC contributes to the wellbeing of local communities through promoting a sustainable and vibrant Local Government sector and supporting the strong collaborative relationships between the State Government and Local Government.

During 2015-16, the Local Government Division supported independent reviews of two councils. We also supported three meetings of the Premier's Local Government Council which considered issues such as good governance, the new local government code of conduct, the review of the *Local Government Act 1993*, valuation and rating, waste management and disability access.

The Division also supported councils to progress the Minister's voluntary amalgamation and strategic shared services initiative under which councils are investigating the feasibility of a range of reform options.

The Division also supported the Government to develop Terms of Reference for a targeted review of the *Local Government Act 1993*, and to reform provisions in the *Local Government Act 1993* related to the code of conduct framework for Tasmanian councils.



## ELECTION COMMITMENTS AND GOVERNMENT PRIORITIES WE DELIVERED UNDER THE NEXT 365 DAY PLAN

### Election Commitment Grants

The Local Government Division has administered 16 election commitment grants to councils. The grants have supported councils to develop and enhance key infrastructure.

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

### Voluntary amalgamations and strategic shared services

The Division has supported councils to implement the Minister for Planning and Local Government's initiative to explore the feasibility of voluntary amalgamations and strategic shared services. The goal of the initiative is to improve service delivery to Tasmanians. Feasibility studies are underway.

### PLGC's Strategic Action Plan

The Division has been working closely with the Local Government Association of Tasmania to implement the PLGC's three-year Strategic Action Plan (SAP). This is a prioritised and coordinated agenda that will improve governance, economic development, and collaboration within the local government sector as well as the legislative framework in which local government operates.

### Good Governance Guide for Tasmanian Councils

As part of the SAP, the Division developed a *Good Governance Guide for Tasmanian Councils* which was launched by the Premier, the Minister for Planning and Local Government and the President of the Local Government Association of Tasmania in May 2016. The Guide aims to build governance capacity among elected members to ensure that the focus of councils remains on community interests.

### Coastal adaptation and planning

TCCO worked with the Office of Security and Emergency Management to update Tasmania's sea level rise planning allowances (SLR PAs). CSIRO was engaged to develop updated SLR PAs based on the Intergovernmental Panel on Climate Change's Fifth Assessment Report, released in 2013. The updated SLR PAs have been developed at a local council level and will be incorporated into updated statewide coastal inundation and erosion mapping.

TCCO, in collaboration with Kingborough Council and Glamorgan Spring Bay Council, implemented the Communities and Coastal Hazards project with the communities of Adventure Bay, Orford and Triabunna. The project involved workshops with community members to consider current and future risks of coastal hazards under a changing climate, and discussion of possible pathways for adapting to those risks. The outcomes of the project are available through the relevant council's websites.



# Work Priority 9

## – State Service workforce

**Aim:** Develop and lead a productive, high performing State Service workforce that delivers quality services for all Tasmanians.

During 2015-16 we undertook the following actions to achieve this priority:

### WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

#### Managing Positions in the State Service

In early 2016, SSMO reviewed Managing Positions in the State Service (MPSS). MPSS assists Heads of Agencies to meet the Government's commitment to reduce employment costs and improve productivity by reducing employee-related expenses. It includes vacancy control, redeployment, targeted and negotiated voluntary redundancies, and the Workplace Renewal Incentive Program. MPSS 2016 was released on 11 April 2016, taking into account the findings of an evaluation into MPSS in order to simplify, clarify and streamline the program.

#### State Service Employment Framework

SSMO began a major review of the State Service Employment Framework, including *Employment Direction No 1: Employment in the State Service*, and released a discussion paper in the latter part of 2015-16.

#### Premier's Employment Directions

Employment Direction No 16: *Indemnity and Legal Assistance* was updated on 1 January 2016 and *Employment Direction No 1: Employment in the State Service* was updated on 17 March 2016.

#### Diversity and Inclusion Project

SSMO began a Diversity and Inclusion Project in 2015-16 and reported on the outcome of consultations in a Consultation Draft that has been released to key stakeholders.

#### Strategic State Service Management Program

SSMO joined with the Department of Police, Fire and Emergency Management, and the University of Tasmania to deliver the first Strategic State Service Management Program (S3MP).



#### People Matter Survey

SSMO conducted the second People Matter Survey in late 2015-16. The Survey collected data about Tasmanian State Service employees' perceptions on a number of workforce management and relationship areas, such as employee engagement, workforce behaviour, leadership, and capability and development.

Results of SSMO's first People Matter Survey in 2014-15 were released in September 2015.



## e-Recruitment

The Tasmanian State Service Jobs website was updated to provide a modernised interface, increased access to information, and strengthened website security. A new e-Recruitment platform implemented in 2015-16 has simplified and improved the efficiency of the recruitment processes across the State Service.

## Work Health and Safety

A new Work Health and Safety Incident Reporting and Hazard Identification System began roll-out as an integrated module in 2015-16. SSMO also partnered with the Menzies Institute for Medical Research to undertake a pilot research project to reduce work stress through mindfulness practices. A program in relation to first responders has been developed through a partnership between Agencies and Beyond Blue.

## The Training Consortium (TTC)

The Training Consortium (TTC) supported the learning and development requirements of public sector agencies across all levels of government through the delivery of an extensive calendar of events. In 2015-16, 107 events were delivered across the State with a total of 1 787 registrations. Events covered a broad range of topics including public administration, people and resource management, public policy, personal development and leadership. In addition TTC hosted a range of member networking activities aimed at sharing ideas across the membership and delivered or contracted 24 in-house courses with 101 participants on behalf of member organisations.

TTC also supported the delivery of the Public Sector Management Program in Tasmania and provided Secretariat and event management services to the Institute of Public Administration Australia (Tas) under a Service Agreement.

## SES Forums

A number of whole-of-service events aimed at building the capability of managers and leaders were held in 2015-16. These included presentations delivered through the continued relationship between SSMO and the Australian and New Zealand School of Government (ANZSOG), as well as Senior Executive Forums, such as:

- ANZSOG Seminar (August 2015) - *Leadership for a fractured world* with Dr Dean Williams;
- ANZSOG Seminar (February 2016) - *Securing (successful) reform: what role for public servants?* with Professor Gary Banks AO;
- Senior Executive Forum (April 2016)- *Addressing Domestic and family violence in Australia* with Mrs Kathy O'Donoghue and Ms Cathie Kennedy; and
- Senior Executive Forum (July 2016) – *Sharing Information within between and beyond Government* with David Watts, Donna Adams, Barry Sandison and Sara Kay.



## SES One Page

A change to support contemporary selection practices was adopted in January 2016, when the State Service began trialling a one page application process for senior executive vacancies. The formal evaluation of this new process will be completed in 2016-17, however, anecdotal feedback indicates that there has been greater diversity in applicant pools and the response from candidates has been positive.

## Industrial Relations

During 2015-16 negotiations commenced in relation to a number of Agreements, that will continue into the next financial year, including:

- Ambulance
- Salaried Medical Practitioners
- Visiting Medical Practitioners
- Correctional Officers.

In the 2016-17, the majority of State Service Agreements will be due for renegotiation, including the *Public Sector Unions Wages Agreement*, which covers general State Service employees, and as well as a number of occupational-specific agreements such as those covering nurses and midwives, and teachers.

For additional information about the work the State Service Management Office does to support the Head of the State Service, refer to the Tasmanian State Service Annual Report ([http://www.dpac.tas.gov.au/divisions/ssmo/publications/annual\\_reports](http://www.dpac.tas.gov.au/divisions/ssmo/publications/annual_reports) )

# Work Priority 10

## – Information management

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

During 2015-16 we undertook the following actions to achieve this priority:

### WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATES

#### Whole-of-government ICT initiatives

Networking Tasmania expenditure this year was approximately \$17.9 million, covering around 1 010 fixed broadband connection services, over 6 000 remote access services and almost 3 500 Wi-Fi connection points as well as other value-added services.

As NBN broadband services have become available in the market, current NT II suppliers have used them to provide connection services to Government, with around 100 NBN services currently installed.

Networking Tasmania has arrangements in place with multiple ICT providers to deliver the right mix of telecommunications infrastructure to government.

#### Tasmanian Cloud Policy

The Tasmanian Cloud Policy was launched in October 2015, outlining a strategy to move government information and systems to secure, on-island, fit-for-purpose, outsourced Data Centre as a Service (DCaaS) and Infrastructure as a Service (IaaS) arrangements.

TasmaNet and TasNetworks were appointed to a DCaaS panel late 2015 with an expected contract value of \$10.4 million over the next 13 years. A range of services including Government email, Tasmania Online, Service Tasmania Online, dental health systems, human resources and key agency finance systems have already transitioned to DCaaS. Most Government agencies will be able to commence take up IaaS early in 2017. Government-run data centres will be closed by the end of 2018.



#### Networking Tasmania III contracts

The Government awarded iiNet a Networking Tasmania III contract for whole-of-government internet services in July 2015 and transitioned from Telstra to iiNet on 26 October 2015.

Education Internet Services continued to be provided by AARNet, covering all Tasmanian schools where demand for internet download is growing at 40 per cent a year.

All Government services, from libraries and schools to law courts, policing and health care, depend on ICT services underpinned by critical infrastructure provided under the Networking Tasmania (NT) agreements. The successful tenderers for the Connection Services panel were TasmaNet, Tasmanian Networks, Telstra and iiNet with a total contract value of around \$95 million over the next 13 years.

## **Basslink**

The Basslink electricity cable developed a fault in late December 2015 necessitating a major repair process including a cut to the co-located telecommunications cable. After learning of the fault TMD worked closely with its telecommunication suppliers to ensure continuity of services to Government agencies during the remediation process. Government internet traffic was re-routed to the Telstra infrastructure before the cable was cut for repair work on 11 March 2016. Since the Basslink failure, TMD has bolstered all back-up arrangements for Government internet services and the Government now has more options to provide services and resilience to customers.

## **Office of eGovernment initiatives**

During 2015-16, OeG undertook the following initiatives:

- reviewed and updated the Government's Stats Matter Strategy to drive the capability and capacity of Government to effectively share and use its information to support better Government decisions;
- developed Administrative Data Exchange Protocols for Tasmania (ADEPTs) to facilitate the building of culture and capability to share Government information across agencies;
- supported the DHHS Strategic Information Review project to enable DHHS to get better value out of its information assets;
- worked to ensure the new Networking Tasmania agreements are able to support collaborative and agile working arrangements into the future; and
- coordinated the Tasmanian Government's support for GovHack 2015, held in July 2015, including platinum sponsorship and coordination of open data sets for the event.

## **TasALERT Emergency Information**

The TasALERT emergency website and social media pages continued to provide public access to information in emergency situations. Information distributed through the social media pages included warnings from the Bureau of Meteorology, updates on power outages and notification of school closures. The bushfires in January to March 2016 and the statewide floods in June 2016 were both unprecedented events that resulted in the activation of the whole-of-government Public Information Unit and TasALERT. Work also began on Phase 2 of TasALERT, improving the public website and the supporting systems to provide greater ease in displaying and disseminating emergency information.

## **SUPPORT WE PROVIDED TO THE GOVERNMENT AND THE STATE SERVICE**

### **ICT security policies and practices**

The Office of eGovernment worked with agencies to improve ICT security policies, practices and capability across Government.

### **State Archivist**

In collaboration with the Department of Education, the Office of eGovernment initiated a review of the policies and guidance issued by the State Archivist to ensure they are able to support the needs of Tasmanian public sector organisations, including local government, into the future.

### **Modern Communications Program (MCP)**

The Modern Communications Program (MCP) is a group of projects delivered by TMD to transition the Government from analogue telephone services (Spectrum services) to new-generation VoIP-based telephone.

During 2015-16, under the MCP the Tasmanian Health Services (Southern Region), including critical telecommunications infrastructure for the Royal Hobart Hospital, successfully transitioned to Voice over Internet Protocol (VoIP) telephone and collaboration services. This brings the number of VoIP services to more than 13 000 across Government.

The contract for whole-of-government voice network services was sold to Telstra by Inabox Group, which owns Anittel, on 30 June 2016. TMD will collaborate with all agencies to migrate services to the new Telstra collaboration platform, which will enable opportunities for whole-of-government around video conferencing, telehealth and unified communications.

### **Mobiles and Data**

Mobile voice and mobile data services continued to be provided by Telstra and Optus. More than 13 000 mobile voice and data devices were covered by these arrangements including an increasing percentage of data-only services such as laptops and tablets. The use of Government mobile data has increased 438 per cent since 2013. However an innovative pricing model enabled TMD to limit average customer price increases to 9.33 per cent. TMD also provides mid-month data usage tracking reports and customer support to enable a substantial reduction in agency costs.



## Email

TMD continued to manage whole-of-government email with more than 39 000 mail boxes and a connected calendar, meeting and bookings system.

## Corporate Application Support

TMD manages the multi-agency Empower human resources information system. In 2015-16, in line with the drive for greater self-service, the first online Performance Management module was launched. This module was developed in collaboration with agencies which have the opportunity to adopt the automated performance management processes as they take part in the infrastructure renewal program.

TMD is also supporting the rollout of the Workplace Health and Safety Module through the Employee Self Service portal. Initial rollout is in the Department of Education and will be implemented in other agencies in 2016-17.

The Empower Integration and Automation Program has commenced with the development of the Justice Agency Reporting Service (JARS) including Workforce Dashboards for the Justice Agency Executive. All agencies have agreed to the collaborative funding of this project.

## Digital Services

TMD continued to facilitate the transition of Government agencies to contemporary digital business models including new delivery platforms, cloud-based services and innovative ways of working.

Portfolios in complex service areas including police, health, hospitals and prisons, were provided with new digital products and services aligned to whole-of-government strategy including network-based phones, e-faxing, mobile services and tablets for modern workforces.

TMD helped agencies to take up digital services including:

- state-of-the art ARC switchboards installed in the Tasmanian Health Service Northern (Launceston General Hospital) and Southern regions (Royal Hobart Hospital), with the North West region next;
- sophisticated call management including voice recognition and queue process improvements;
- video launched on a common platform for Government, enabling agencies to plan long term for telepresence, voice and data – ultimately enabling people to work wherever they are and across agency boundaries; and
- a Virtual Meeting Place product, reducing the need for travel as employees join meetings online from their desktop or mobile device.

# Work Priority II – Service Tasmania

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

During 2015-16 we undertook the following actions to achieve this priority:

## WHOLE-OF-GOVERNMENT INITIATIVES WE LED AND COORDINATED

The Office of eGovernment coordinated planning for the implementation of improved identity processes for customers obtaining identity-related documents such as driver licences.

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

In 2015-16, Service Tasmania continued to coordinate the efficient and effective delivery of government services to Tasmanians through service centres, the contact centre and online.

Service Tasmania commenced operation as a consolidated organisation in the Department on 1 July 2015, and began work on the development of a flexible new structure that will meet the needs of Service Tasmania's customer the Tasmanian community and the Government both now and into the future. Following extensive consultation with directly impacted staff, the new organisational structure came into effect from 4 July 2016.

The Tasmanian Government Contact Centre Project continued to add additional services to the contact centre. These included the Transport Enquiry Service, and the Consumer Building and Occupational Services contact centre.

The contact centre also introduced a call-back service which avoids the need for customers to wait in a queue for their call to be answered. This has been embraced by customers, with 56 410 call backs being completed during 2015-16.

In June 2016, Service Tasmania further developed its partnership with the Department of Human Services with the co-location of Centrelink and Medicare services at Kingston. The co-located services were the culmination of months of work collaborating with the Australian Government to provide improved services to the Kingborough community. The service centre became the first to implement a tablet-supported concierge model which enables customers to be met upon arrival and to ensure that they have the necessary documentation to complete their service. The feedback has been positive, with many customers being assisted on the spot.



On 26 April 2016, Service Tasmania began operating from new premises within the Glenorchy LINC building. The redeveloped service centre was the culmination of a project between the Department of Premier and Cabinet and Department of Education to link the two Government services under a single roof. The service centre is the first Service Tasmania site to include sit-down counters. This is targeted to influence customer behaviors, to provide a more relaxed interaction with staff, and to provide improved facilities for disabled customers, the elderly and parents with young children.

The Glenorchy redevelopment is also the pilot site for a new electronic queuing system which will be rolled out to other busy sites in 2016-17. The system will complement the new layout, which is focused on ensuring customers are seated and comfortable in the service centre while they wait.

The electronic system also allows Service Tasmania to collect information on customer wait times.

Service Tasmania continues to work in partnership with Tasmanian Government agencies to identify and develop new services, and form partnerships with Australian and local government organisations to deliver services. Service Tasmania delivers services for all State Government agencies and additionally has partnerships with 39 other organisations including Australian Government departments, local government councils and GBEs and commercial groups.

Service Tasmania maintains the Client Update Service (CUS), which allows Tasmanians to conveniently update their contact details with Government. A total of 76 626 notifications were received in 2015-16.

Interfaces were developed for the Department of Justice's Monetary Penalties Enforcement Service (MPES), Building Standards and Occupational Services (BSOS) and Workplace Standards Tasmania systems. The implementation of these interfaces has reduced or removed the requirement for data entry within agencies. Work has now commenced on a new interface with the Working with Vulnerable People database.

Service Tasmania administers the Tasmanian Government Personal Information Card (PIC) service. The PIC is a cost-effective form of photo identification, valid for five years. During 2015-16, 4 935 Personal Information Cards were issued by Service Tasmania, an increase of 982 from the previous year.

Service Tasmania continued to seek feedback from its customers through a twice yearly Customer Satisfaction survey. Overall, customer satisfaction with Service Tasmania remained high in 2015-16, with 91 per cent (December 2015) and 89 per cent (June 2016) of customers being satisfied or very satisfied with their most recent Service Tasmania experience.





# Organisational Priorities

DPAC recognises that to effectively achieve the goals of the Strategic Plan, we must continually support and strengthen our capacity as individuals and as an organisation to function to a high standard.

Our organisational priorities provide a focus for the Department to enhance the knowledge, skills, systems, and culture of our organisation to enable us 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

DPAC's Organisational Priorities were chosen as those that will strategically assist in seeing our Work Priorities have the best chance of being achieved. A DPAC that has strong relationships with its stakeholders, with staff that feel valued and are focussed on results will always deliver the best policy advice and services possible to the government of the day.

## BUILDING STRONG RELATIONSHIPS

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

## VALUING OUR PEOPLE

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

## FOCUSING ON RESULTS

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

## INTEGRATING POLICY AND SERVICES

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

## SIMPLIFYING SYSTEMS AND PROCESSES

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

# Organisational Priority I

## – Building strong relationships

**Aim:** Consciously build collaborative relationships within and outside DPAC to deliver better results by 2018.

We know we will have been successful in building strong relationships when:

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

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

### PROGRESS REPORT 30 JUNE 2016

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

The Policy Division worked closely with the Department of Health and Human Services to develop major health reforms and to negotiate funding arrangements with the Australian Government. The Division also worked with the Department of Education on significant reform to Tasmanian's education system, and across agencies on whole of Government approaches such as the development of the Climate Change Action Plan and Safe Homes, Safe Families Action Plan.

CSR worked extensively with community organisations to ensure Government's programs are effectively targeted to ensure best outcomes for the Tasmanian communities.

TMD continued to build relationships with agencies, promoting whole-of-government services available through Networking Tasmania from internet and WiFi to 'data centres as a service'.

Account managers and technology advisors supported agency customers by providing a bridge between Government and the vendor community. Agencies received regular financial reports and pro-active communications to help them manage their mobiles and data usage costs.

In project delivery, the Modern Communications Program conducted an extensive consultation program to ensure VoIP services were seamlessly deployed across Tasmanian Health Services. By working closely with agencies and understanding their business, TMD ensures products and services are fit for purpose.

The Local Government Division is focused on building strong relationships with key stakeholders to improve outcomes. The Division has:

- maintained its program of council visits which promote information sharing and often help resolve minor issues before they become major issues;
- provided training and information sessions to councils on a variety of subjects included code of conduct, pecuniary interest and good governance;
- established working and reference groups to support program development and implementation, for example, the targeted review Steering Committee, the good governance guide reference group, the Strategic Action Plan Implementation Committee, and the Disability Action Strategy Working Group; and
- coordinated an inter-jurisdictional forum to share and gather information with interstate colleagues.

GSB continues to foster effective working relationships through providing timely, accurate advice and critical support to both internal and external stakeholders. The Cabinet Office and Executive Council Secretariat play a key role developing these relationships as the contact point for all departments on core machinery of government processes.

During the year, CPU:

- worked in partnership with BIU and ITS to deliver the new intranet;
- worked in partnership with ITS to facilitate a restructure of web development and online services staff;
- developed strong relationships with Treasury and DPFEM through White Ribbon collaboration;
- continued to foster a strong network of communications specialists across government to assist with general capability building, knowledge sharing, and resource sharing during times of crisis; and
- actively engaged stakeholders to gather feedback to improve our services.

# Organisational Priority 2

## – Valuing our people

**Aim:** Recruit, support and develop the people with the right skills to meet current and future needs by 2018.

We know we will have been successful in valuing our people when:

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

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

### PROGRESS REPORT 30 JUNE 2016

The Department has spent considerable time on reviewing all our HR policies and procedures as part of the process to achieve White Ribbon accreditation. This has included developing new material and tools to assist managers, supervisors and employees who are experiencing and dealing with family violence. Most staff have undertaken introductory awareness training on family violence while a small number of managers have undertaken training to respond. Some key policies have been updated, including grievance and social media.

The Department during the year implemented a new job flexibility policy where all jobs will be family friendly and provide maximum flexibility for the employee and department.

The Department's intranet site was redeveloped during the year, due to go live in July 2016. This project has required the review of information on the site and will provide better searching capability.

The creation of the PAC – a group of employees who have volunteered to progress small projects that improved the workplace environment for all and provides advice to the Executive – has been a great success.

This year TMD provided a high level of strategic consultation as well as technical support for many whole-of-government applications, products and services. TMD employees were supported in this with extensive training and professional development. Staff undertook training in LANDesk (Touchpaper) as well as ongoing studies and accreditation

in the ITIL (Information Technology Infrastructure Library) framework which standardises planning, delivery and support of IT services to business. TMD staff also attended industry conferences organised by Tasmanian technology peak body TASICT, the Australian Institute of Project Management, and the Australian Cyber Security Centre.

A number of staff in LGD have undertaken training to develop their skills and capacity. Training has included strategic management, workplace contact officer training, health and safety representative training and White Ribbon training. The Division has also supported two staff members to undertake higher education through the University of Tasmania.

Half of the Division's staff take advantage of the Department's flexible work arrangements and work part time.

A number of structural and staffing changes within Corporate and Governance have provided opportunities for staff to move around the organisation, gain broader experience and develop new skills. These opportunities contribute to the professional development of our staff, reinforce DPAC's position as an Employer of Choice and, importantly, lead to an increase in staff satisfaction and morale.

The Information Services Branch performed a structural review of all its teams to ensure it is well positioned to deliver services to its clients going forward. A result of this review was the renaming of the branch to Information Technology Services.

Four CPU staff have been given an opportunity to work in other business units and other agencies to gain experience outside of the unit and build stronger relationships and networks.

With Service Tasmania joining the Department on 1 July 2015, and the subsequent growing focus on service delivery, we reviewed our values to make sure they represented our changing organisational focus and profile. We formed the Values Working Group and held conversations throughout the Agency. From this we developed our current values, with a renewed focus on excellence, working together, being professional and our customers. The DPAC values will ensure we continue to focus on high quality outputs for our customers and create a workplace that means DPAC employees feel supported and valued for the work they do. Work will continue in 2016-17 to embed the values into DPAC at all levels of the organisation.



# Organisational Priority 3

## – Focusing on results

Aim: Organise DPAC around the results to be delivered by 2018.

We know we will have been successful in focusing on results when:

- we have 'hot teams' across the agency based on the skills needed to achieve outcomes;
- we have a set measureable KPIs/targets that are linked to results and monitored; and
- our divisional business plans articulate expected outcomes and results.

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

### PROGRESS REPORT 30 JUNE 2016

During the year the Strategic Plan of the Department was reviewed to ensure it remained relevant and as a result of this review minor amendments were made to our Work Priorities. In summary these were:

- including energy and land use planning as part of Government reforms;
- redefining Work Priority 5 from China to International Engagement and including the South-East Asia and Pacific region in the explanation; and
- redefining Work Priority 8 Local government and Work Priority 9 State service workforce.

During the year the business plan template used by all our Divisions was revised to ensure there were direct linkages to the Government's agenda and the Department's Work and Organisational priorities. The revised business plans also have direct links to the risks each Division is responsible for and performance measures.

The Department implemented the following 'hot teams' for strategic priorities, including the Values Working Group, the PAC and White Ribbon.



The Department has commenced a review of all performance measures to address the issues raised by the Auditor-General with respect to types of performance measures currently published. This review will result in a new set of performance measures for 2017-18 and will be measures of efficiency, effectiveness and economy.

Work will continue during 2016-17 with the aim to complete the requirements of this priority by 30 June 2017.

# Organisational Priority 4

## – Integrating policy and services

**Aim:** Improve service delivery and policy development by connecting the two formally and informally by 2018.

We know we will have been successful in integrating policy and services when:

- staff in relevant areas have an understanding of policy and service delivery functions; and
- policy and service delivery staff collaborate when it is appropriate, to innovate and deliver results.

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

### PROGRESS REPORT 30 JUNE 2016

Across DPAC, staff are involved in developing whole of government policy and providing comprehensive and strategic policy advice to Government to ensure programs and services are targeted and achieve best outcomes for the Tasmanian community.

DPAC has a key role in leading Government's significant policy agenda, including across social, economic and environmental policy areas. In 2015-16, the focus for the Department was on major reforms in health, education and planning, as well as taking action on climate change.

To ensure delivery of Government's reform agenda, DPAC also coordinates implementation of actions and commitments identified in Government's Next 365 Days and Agenda 2016.

During the year the Properties and Procurement Branch undertook a review of the Motor Vehicle Policy and developed and implemented a suite of Grant Administration Policies to assist Business Units with their compliance obligations.

The new Code of Conduct Framework developed by the Local Government Division in consultation with the local government has resulted in improved services developed through a robust policy process. The new framework was designed to overcome issues experienced by the sector when previously elected members were required to stand in judgement of their peers. The new system creates an independent Code of Conduct Panel to investigate and determine code of conduct complaints. The system is administered centrally by the Local Government Division but a panel is convened and meets locally, where and as required.



CPU worked closely with the Policy Division on a variety of projects this year, including Family Violence Action Plan; Frank MacDonald Memorial Prize Tour risk management; and the Plain English forms pilot.

TMD works closely with the Office of eGovernment to source and deliver ICT services that help agencies meet ICT policies and collaborate on service delivery. TMD also advises Service Tasmania on ICT services, and in turn uses Service Tasmania to pioneer new service ideas.

For example, in 2015-16:

- TMD sourced whole-of-government data network security services to protect the Government's information assets and applications, in accordance with whole-of-government ICT security policy managed by the Office of eGovernment;

- TMD developed contract specifications for new-generation data networking services, to be delivered in 2016-17. The new 'Networking Tasmania III Network Core' will address barriers to collaboration across Government identified by the Office of eGovernment. Service Tasmania's requirements were used as a key 'use case'; and
- To prepare for a major tender (NT III LAN as a Service), TMD engaged Service Tasmania to test a new model for local area networking at a shared government site. The test led to significant changes to the model which TMD described in the tender.

Following the development of the Tasmanian Cloud Policy by the Office of eGovernment, and endorsed by Cabinet in October 2015, OeG has worked with TMD, who are establishing the panel contracts that form the Tasmanian Cloud.

During year the Office of eGovernment consulted with agencies on the Open Data Policy, and then established an all-agency reference group to progress its implementation. As part of the Stats Matter agenda OeG also worked with the Safe Families Coordination Unit to assist in the identification of useful data sets and the utilisation of the data to inform decision-making and service delivery.

The Office of eGovernment has been working with Service Tasmania and government agencies to implement COAG decisions to plan improvements the quality of government services involving the issuing of core identity related documents, such as change of name or issue of drivers' licences.

In response to significant negative feedback from agencies and councils questioning the appropriateness of the suite of record keeping publications issued by the Tasmanian Government, OeG worked with the State Archivist to engage Quill Australia to assess stakeholder concerns and review the publications. The State Archivist is working with OeG and other stakeholders on progressing the broad recommendations of the review.



# Organisational Priority 5

## – Simplifying systems and processes

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

We know we will have been successful in simplifying systems and processes when:

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

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

### PROGRESS REPORT 30 JUNE 2016

In 2015-16 SSMO began a three-year long Empower Integration and Automation Program (EIA) (action to implement more interactive, responsive, whole-of-government Corporate Support Systems).

Benefits from the EIA Program will include strategic reporting and streamlined transfer of employees with Agency administrative changes.

In 2015, the EIA Business Case was finalised and the program structure and outputs received Ministerial approval in January 2016, followed by formal ICT Policy Board endorsement in March 2016.

An Agency-based funding model was developed to support the Program for its expected duration.

Work in 2016 focussed on the final specification for the new whole-of-government reporting platform, which was agreed and the pilot for this platform started.

During 2015-16 the Business Improvement Unit:

- undertook a review of the Government Member's Handbook that resulted in modifications;
- implemented the Little Things Matter Project which has delivered savings and improved services;
- undertook a review of and implemented the Boards project; and
- commenced the Workflow and E-form Project.

The targeted review of the *Local Government Act 1993* aims to reduce unnecessary administrative requirements.



In November 2015, the Deputy Secretary of the Department of Premier and Cabinet and the Chief Executive Officer of the Local Government Association of Tasmania jointly signed a Memorandum of Understanding of key regulatory requirements to deliver better outcomes for Tasmanian communities through clearer and more streamlined legislation and improved rates of compliance.

An initial schedule related to public health is included in the MoU. The objectives of the MOU will be achieved through the implementation of an agreed set of actions, which include developing and delivering prioritised fact sheets, policies, procedures, guidance, form and letter templates, and news via a system that is readily available; and identifying and prioritising skills development needs, and facilitating capacity-building opportunities through training courses, workshops or other appropriate means.



Foundation work has commenced on the development of Service Tasmania's Digital Strategy. The first area of work underway is preparation for the transfer of the [www.service.tas.gov.au](http://www.service.tas.gov.au) portal to the Department of Premier and Cabinet. Historically, the portal has been managed and supported by LINC Tasmania as part of the previous Service Tasmania governance arrangements. It is planned that the portal will be transferred to DPAC by December 2016. Following this, work will then commence on the development of a Business Case to determine how and what Government services should be delivered and supported through the online environment. During the development of the Business Case, Service Tasmania will undertake consultation with its customers (Tasmanian public) and State Government agencies, to understand their expectations and needs for online service delivery.

Service Tasmania is also working in partnership with the Office of eGovernment to implement the National Identity Proofing Guidelines. These guidelines are part of the Australian Government's National Identity Security Strategy, which will assist and inform how and what services should and can be delivered through an online service delivery channel. These identity arrangements will be an enabler for further online service delivery.

Government Services has developed a suite of templates and resource documentation to streamline the processing of RTI requests and, as a result, improved the efficiency of managing requests through the reduction in administrative procedures.

The Information Services Branch (now Information Technology Services) undertook the following during the year:

- provided significant technical support
  - to the implementation of the Ministerial Information Management System (MIMS);
  - to the planning and implementation of the eRecruitment project; and
  - to the planning and implementation of the iPac Redevelopment project.
- designed and implemented the State Budget website;
- refreshed and updated the following websites:
  - Silverdome;
  - Tasmanian Institute of Sport; and
  - Get Moving.
- developed the Government Boards reporting application.

During 2015-16, CPU has:

- worked with BIU and ITS to deliver a feature-rich intranet with simplified management processes;
- implemented a process to capture and communicate information relating to visits by Chinese delegations to ensure the opportunities by these visits are harnessed effectively; and
- worked alongside ITS to implement a corporate wiki to enable unit information and reporting to be well presented and easily accessible.

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

- the Camp Banksia Land Exchange to the Latrobe Council;
- Finalising the co-location of the Communities, Sport and Recreation Division to level 4, 15 Murray Street;
- undertaking minor works and equipment upgrades to level 11, 15 Murray Street;
- relocating the Office of Parliamentary Council to new offices at level 4, 15 Murray Street;
- undertaking minor works on level 5, 6 and 7, 15 Murray Street to accommodate agency restructure;
- establishing new leases and exercised lease options across a number of sites within the Department's leased property portfolio; and
- achieving a 20 per cent reduction in the operating costs of the Ministerial Transport Service.

A number of these initiatives have provided the Department with annual recurrent savings.

In 2015-16 SSMO has initiated the 'hot teams' approach with the Employee Integration and Automation Program and examination of the Employment Framework on recruitment, selections and appointments and across Agency governance arrangements.

The Business Improvement Unit implemented the BIU Continual Improvement Strategy and progressed:

- The Writing Guide Review Project;
- E-Learning Management System Project; and the
- Key Performance Indicator (KPI) Project.

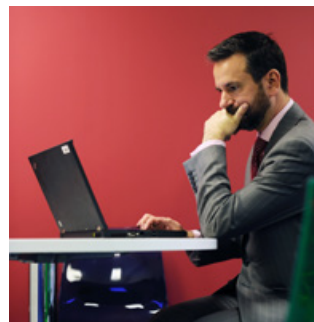
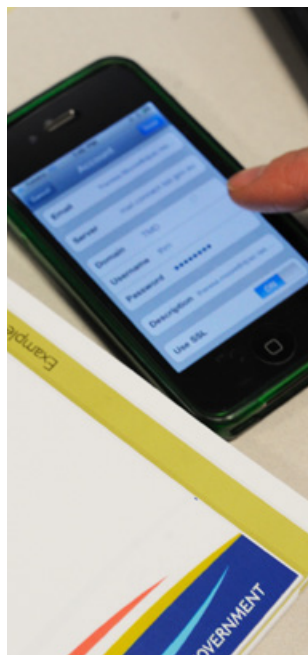
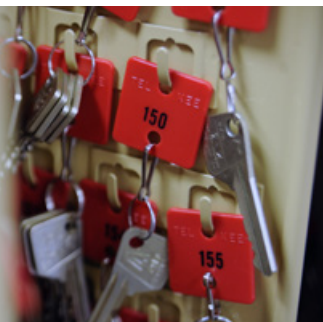
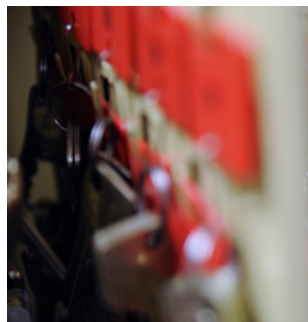
Managers within the Local Government Division are committed to meaningful performance management and development (PMD) and ensure that staff PMDs are linked with the Business Plan. The Division achieved the following results in 2015-16:

- development of a *Good Governance Guide for Tasmanian Councils*;
- undertaking the consolidated data collection;
- developing terms of reference for and undertook consultation in relation to the targeted review of the *Local Government Act 1993*;
- amending the Code of Conduct provisions in the *Local Government Act 1993*, establishing the Code of Conduct Panel and developing a system to support the Panel;
- supporting the Board of Inquiry investigation at the Huon Valley Council;
- completing an investigation into the Glamorgan-Spring Bay Council; and
- undertaking 39 council visits.





## Our Performance Measures



In the budget chapter related to the Department in the 2014-15 and 2015-16 Budget Papers, we detail performance information by each output. Included in that performance information was not only measures of efficiency, effectiveness and economy but also of activity.

During the year the Auditor-General tabled a report in Parliament on performance measures with recommendations related to consistency between the Budget Papers and the Annual Report and raised concerns with the number of measures reported that were levels of activity. Also raised was the lack of explanations for significant variations in the measures. This year explanations have been provided as notes to the table below.

As reported last year as part of the development of the Department's new strategic plan, new performance measures will be derived for each Output and this project is due to commence in October 2016. The new performance measures will be published for the first time in the Budget Papers for 2017-18.

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

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

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

Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2013-14	Actual 2014-15	Actual 2015-16
<b>Premier</b>						
<b>Output 1.1 - Strategic policy and advice</b>						
Selected policy outputs that meet agreed quality standards – Policy	%	Ess	80	92	87	96
Key client satisfaction with the delivery of policy services – Policy	%	Ess	80	87	86	92
Cabinet Advisories are submitted on time to the Cabinet Office <sup>1</sup>	%	Eff	90	88	95	Nm
<b>Output 2.1 - Management of Executive Government processes</b>						
Cabinet meetings supported	Number	Act	46	41	45	46
Executive Council meetings supported	Number	Act	23	23	26	23
Official visits to Tasmania managed	Number	Act	17	13	20	17
Official functions organised	Number	Act	8	6	6	8
<b>Output 2.2 - Principal and subordinate legislation</b>						
Visits to EnAct (Tasmanian legislation website)	Number (million)	Act	> 20	> 18	> 22	> 30
<b>Output 2.3 - Tasmanian Government courier</b>						
Change in cost of service of courier service	%	Eco	< GOE	(8.6)	15.9	(3.1)
Number of daily deliveries/collections	Number	Act	358	358	358	358
Timeliness of mail received within Tasmania at intended destination within 24 hours	%	Eff	95	96	95	96
<b>Output 3.2 – Management and ongoing development of Service Tasmania</b>						
Number of services provided over the counter by Service Tasmania	Number	Act	600	599	614	615
Number of bill payment services provided over the phone by Service Tasmania	Number	Act	40	38	38	38
Number of bill payment services provided over the internet by Service Tasmania	Number	Act	40	38	38	38
Percentage of calls from the public answered by the Integrated Government Contact Centre with 20 seconds <sup>2</sup>	%	Eff	85	84	69	24
Number of calls answered by the Integrated Government Contact Centre <sup>3</sup>	Number (thousands)	Act	420	229	215	278
Percentage of customers satisfied or very satisfied with their most recent contact with Service Tasmania	%	Ess	92	92	94	89

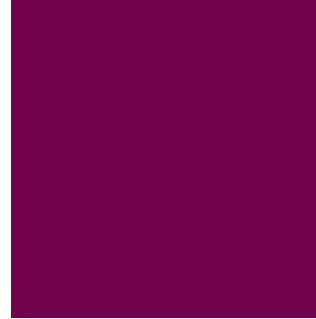
Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2013-14	Actual 2014-15	Actual 2015-16
Customer satisfaction – transactions through Service Tasmania shops resulting in a formal complaint	%	Ess	.003	.003	.003	.002
<b>Output 4.1 – State Service employment and management</b>						
Workforce reform projects	Number	Act	2	2	2	2
Workforce management and relations projects	Number	Act	2	2	1	6
Workforce development projects	Number	Act	3	3	2	4
The Training Consortium (TTC) events <sup>4</sup>	Number	Act	250	259	245	131
Participants in TTC programs <sup>5</sup>	Number	Act	2 000	3 850	2 118	1 888
Participants in ANZSOG leadership programs	Number	Act	30	36	20	30
Proportion successfully completing external leadership programs	%	Act	90	97	97	90
Finalised wage agreements in force <sup>6</sup>	Number	Act	20	17	16	5
<b>Output 5.1 – Security and emergency management</b>						
Selected policy outputs that meet agreed quality standards – OSEM	%	Ess	82	81	81	92.7
Key client satisfaction with the delivery of policy services – OSEM <sup>1</sup>	%	Ess	88	87	85	Nm
<b>Output 6.1 – Community Development – Policy advice and ongoing community development</b>						
<b>Output 6.3 – Office of Veterans' Affairs</b>						
Selected policy outputs that meet agreed quality standards – CSR	%	Ess	90	83	84	91
Key client satisfaction with the delivery of policy services – CSR <sup>1</sup>	%	Ess	98	97	100	Nm
New Seniors Cards issued <sup>7</sup>	Number	Act	7 500	7 128	7 332	6 990
New Companion Cards issued	Number	Act	200	203	237	207
New Seniors Card program business partners <sup>8</sup>	Number	Act	70	117	48	39
New business, venues and events affiliated with Companion Card program	Number	Act	5	2	3	4
Percentage of applicants satisfied with public grants program administration	%	Ess	95	92	95	98
<b>Minister for Aboriginal Affairs</b>						
<b>Output 6.2 – Office of Aboriginal Affairs</b>						
Aboriginal people issued licences to practise cultural activities including hunting, fishing and gathering cultural activities	Number	Act	95	50	99	101
Aboriginal identified position in the State Service that are filled by Aboriginal people or Torres Strait Islanders	Number	Act	50	66	49	55
<b>Minister for Sport and Recreation</b>						
<b>Output 6.4 – Sport and Recreation</b>						
Performance of Tasmanian athletes at benchmark international sporting events	Number	Act	17	22	18	18
<b>Minister for Women</b>						
<b>Output 6.1 – Community Development – Policy advice and ongoing community development</b>						
Representation of women on Government boards and committees <sup>9</sup>	%	Act	36	34	34	39
<b>Minister for Environment, Parks and Heritage</b>						
<b>Output 1.2 – Climate Change</b>						
Selected policy outputs that meet agreed quality standards – Climate Change	%	Ess	95	92	90	98
Key client satisfaction with the delivery of policy services <sup>1</sup> – Climate Change	%	Ess	100	100	96	Nm
Strategic policy initiatives completed on time	%	Eff	95	95	95	100
<b>Minister for Information Technology and Innovation</b>						
<b>Output 3.1 – Information and Communications Technology (ICT) policy development and implementation</b>						
Unique visits to eGovernment websites	Number (thousand)	Act	40	38.3	38.0	73.8



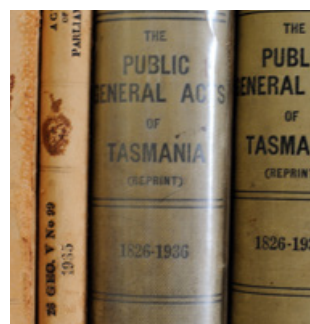
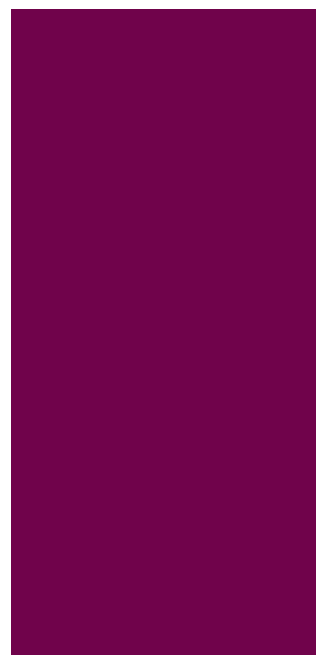
Responsible Minister/ Performance Measure	Unit of Measure	Measure Type	Target	Actual 2013-14	Actual 2014-15	Actual 2015-16
Selected policy outputs that meet agreed quality standards – OeG	%	Ess	80	Na	82	96.7
Key client satisfaction with the delivery of policy services – OeG <sup>8</sup>	%	Ess	83	82	91	Nm
<b>Output 3.3 – Delivery of IT services</b>						
Number of fixed telephone services	Number (thousands)	Act	25	27.9	24.2	22.4
Number of mobile telephone and data services <sup>10</sup>	Number (thousands)	Act	11	11.2	11.5	13.0
Number of broadband connection services	Number	Act	1 000	1 028	1 032	1 010
Number of remote access connection services	Number	Act	6 000	5 658	5 695	6 056
Number of wi-fi access points	Number	Act	3 000	2 825	3 092	3 490
Number of Government email boxes <sup>11</sup>	Number (thousands)	Act	35	37.5	37.7	39.7
Number of Government business reports produced	Number (thousands)	Act	500	496.6	534.3	457.9
Number of Government payment summaries produced <sup>12</sup>	Number (thousands)	Act	37	37.6	41.3	38.0
Total customer calls resolved within agreed service level agreements – TMD	%	Eff	95	95	95	94
Number of customers using TMD Finance One hosting services	Number	Act	5	4	4	4
<b>Minister for Planning and Local Government</b>						
<b>Output 7.1 – Local Government</b>						
Formal face-to-face visits with councils to discuss current issues	Number	Act	40	36	38	39
Selected policy outputs that meet agreed quality standards – LGD	%	Ess	85	81	81	95.6
Key client satisfaction with the delivery of policy services – LGD <sup>1</sup>	%	Ess	88	89	89	Nm

## Explanations of Significant variations to Target

1. The survey on the satisfaction of key clients was not completed at the time of producing the annual report. The results will be published in the budget papers for 2017-18.
2. The introduction of new services to the Contact Centre has increased both the volume of calls, the complexity of enquiries and the number of calls being resolved at first point of answer. The previous measure was based on a call switching arrangement and the measure needs to be reviewed to ensure that it reflects the services that are now being delivered.
3. In 2015-16 the Transport Enquiry Service and Consumer Building and Occupational Services were transferred into the contact centre. This has required a period time and resources to transfer and operate as necessary and has temporarily paused any other services being transferred across.
4. The target of 250 events consists 100 calendar events which was exceeded and 150 anticipated in-house training courses for member organisations where the target was not met. The average number of participants per event increased from eight per event in 2014-15 up to 14.4 per event in 2015-16. There are a number of factors relevant to the reduction in in-house course demand, including an increased use of internal and external on-line and virtual training by agencies. A review of the TTC is being conducted in 2016-17.
5. The reduction in participant numbers followed the reduction in event numbers.
6. The reduction in the number of Wage Agreements registered reflects that a smaller number of 12 month long-interim industrial agreements were entered into during 2015-16 than in previous years. The Government's preferred agreement length is in fact usually three years.
7. The decrease in the number of new Seniors Cards may be attributed to an increase in the number of people working more than 20 hours per week after they turn 60 years of age, thereby being ineligible to apply for a Seniors Card.
8. The number of new businesses registering with the Seniors Card program reflects the willingness of businesses to join the program.
9. The target for representation of women on Government boards and committees is now set at 50%.
10. DPFEM rolled out tablets to be used by officers in the field, which resulted in an increase in data services.
11. Ongoing target to reduce email boxes relies on agency participation.
12. DHHS moved to their own business reporting solution reducing the total number of reports produced.



## Our People and Policies



Investment in our people is vital to DPAC so we focus on our people management.

We are committed to the management of our key human resources through:

- developing a clear strategy and action plan for workforce management;
- creating a safe, supportive and equitable work environment for employees which sustains high levels of satisfaction, empowerment, commitment and accountability;
- supporting processes and practices which recognise and reward excellence and value the contribution our people make to our success;
- enhancing our leadership and coaching offering, ensuring managers and supervisors are equipped with the necessary skills and tools to effectively manage their employees; and
- ensuring our policies and practices provide transparency, honesty and fairness in the management of our people.

## HR STRATEGIC PLAN

Our focus for 2015-16 has been on the streamlining of the recruitment process, with the introduction of an electronic recruitment system, PageUp. Work has also commenced towards White Ribbon Accreditation, which has involved the instigation of policy updates in key areas including social media and workplace behaviour.

Strategic projects focussing on workplace diversity, flexible workplaces, and reviewing and simplifying performance review processes, have also been initiated.

Our focus for 2016-17 will be on embedding cultural change elements integral to White Ribbon Accreditation Program, and developing a People Plan based around the premise of "Getting the Right People, in the Right Roles, at the Right Time, with the Right Skills", which will include the development of an overall Workforce Management Plan.



## STAFFING INFORMATION

As at 30 June 2016, DPAC employed 519 (454.07 full-time equivalent (FTE)s) employees and 126 (117.84 FTEs) employees in Ministerial and Parliamentary Support offices. This includes Tasmanian State Servants (TSS) and non-Tasmanian State Servants (non-TSS) and excludes casual employees and employees on unpaid leave. The figures are presented below in two groups: DPAC; and Ministerial and Parliamentary Support offices.

### Headcount & FTE - DPAC Staff

Divisions	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Communities, Sport & Recreation	75	0	75	71.59	0.0	71.59
Corporate & Governance	96	0	96	90.38	0.00	90.38
Government Courier Services	7	0	7	7.00	0.00	7.00
Local Government Division	13	0	13	12.00	0.00	12.00
Office of eGovernment	7	0	7	7.00	0.00	7.00
Office of Parliamentary Counsel	13	0	13	11.49	0.00	11.49
Office of Security & Emergency Management	7	0	7	6.80	0.00	6.80
Policy Division	15	0	15	14.51	0.00	14.51
Service Tasmania Unit	177	0	177	129.05	0.00	129.05
State Service Management Office	25	0	25	24.40	0.00	24.40
Tasmanian Climate Change Office	8	0	8	7.40	0.00	7.40
TMD	76	0	76	72.46	0.00	72.46
<b>Total</b>	<b>519</b>	<b>0</b>	<b>519</b>	<b>454.07</b>	<b>0.00</b>	<b>454.07</b>

### FTE Change

Total FTEs have increased from 337.23 FTEs in 2015 to 454.07 FTEs in 2016 due to the transfer of Service Tasmania from the Department of Primary Industries, Parks, Water and Environment (167 employees or 119.47 FTEs including Corporate Support), offset by a decrease of 2.64 FTEs across the other Divisions.

### Casual Employment

The Department also employs 26 casuals to fulfil the duties of Government Courier (8) and House Assistant, Silverdome (18).



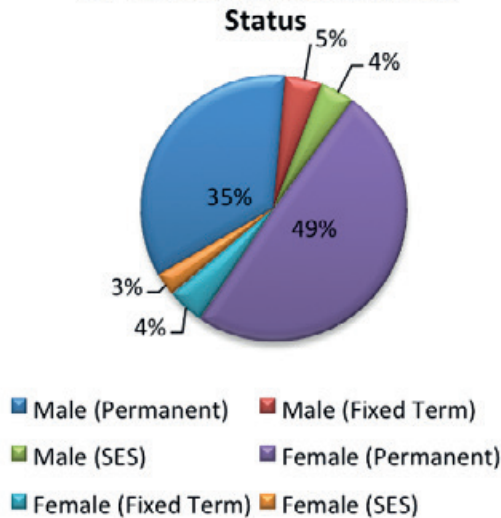
## EMPLOYEE STATISTICS – DPAC

### Headcounts, FTEs, Gender, Employments Status, Age and Salary

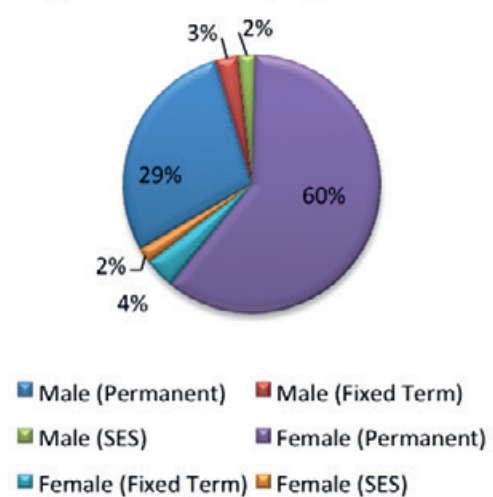
#### DPAC employees by gender and employment status

The number of women employed by DPAC has increased significantly from 54 per cent in 2015 to 66 per cent in 2016. This increase is due to the transfer of Service Tasmania whose workforce is 85 per cent female. Eighty nine per cent of DPAC staff are employed on a permanent basis as at 30 June 2016 compared to 84 per cent as at 30 June 2015.

**Employees as at 30 June 2015  
by Gender and Employment**



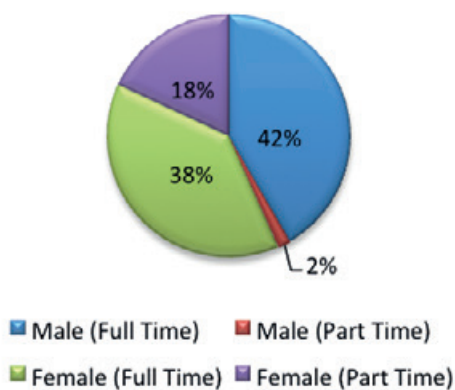
**Employees as at 30 June 2016  
by Gender and Employment Status**



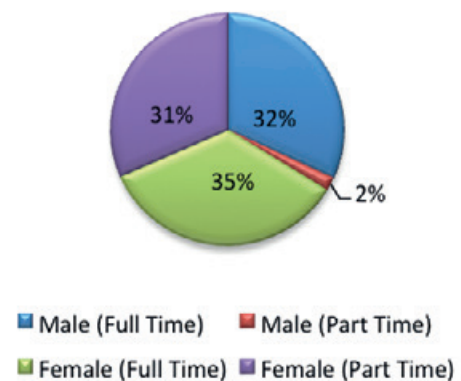
#### DPAC employees by full-time/part-time employment

Just a third of the DPAC workforce is now employed on a part-time basis, with the majority of these employees being women. This increase in part time, female employees from 18 per cent in 2015 to 31 per cent in 2016 is again attributable to 65 per cent of Service Tasmania staff working part time.

**Employees as at 30 June 2015  
Full Time vs Part Time**



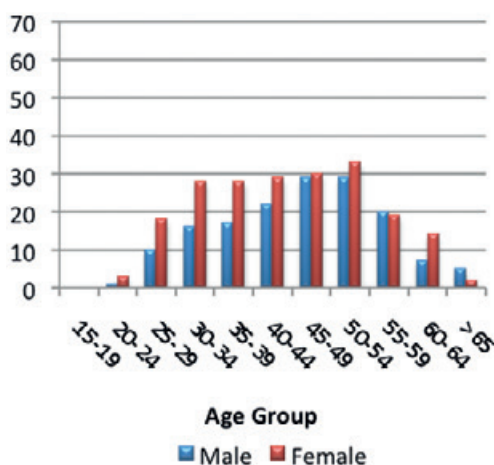
**Employees as at 30 June 2016  
Full Time vs Part Time**



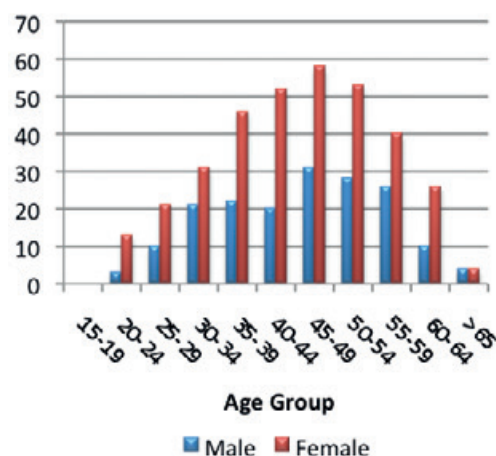
### DPAC employee profile by age

The peak age range of both men and woman has fallen from 50-54 in 2015 to 45-49 in 2016. In addition, the gender profile within the age ranges shows a greater variation this year compared to last year.

**Employees as at 30 June 2015  
by Age Group**



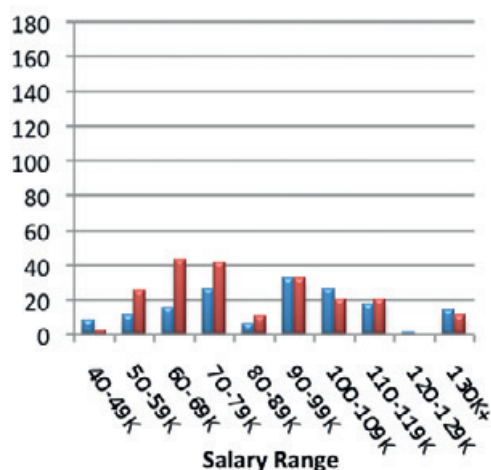
**Employees as at 30 June 2016  
by Age Group**



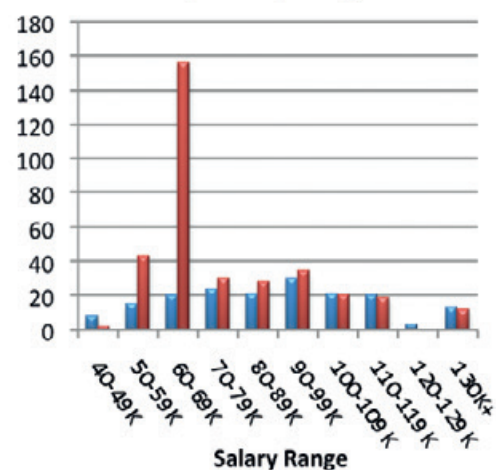
### DPAC employees by salary range

The average (full-time) salary has fallen to \$83 059, with an average salary of \$93 540 for men and \$77 728 for women in 2016. The salary profile has also changed significantly due to the majority of female employees now being paid at \$60 000 - \$69 000 (equivalent to Tasmanian State Service Band 3 - Band 4) as a result of the transfer of Service Tasmania Service Centre Staff.

**Employees as at 30 June 2015  
by Salary Range**



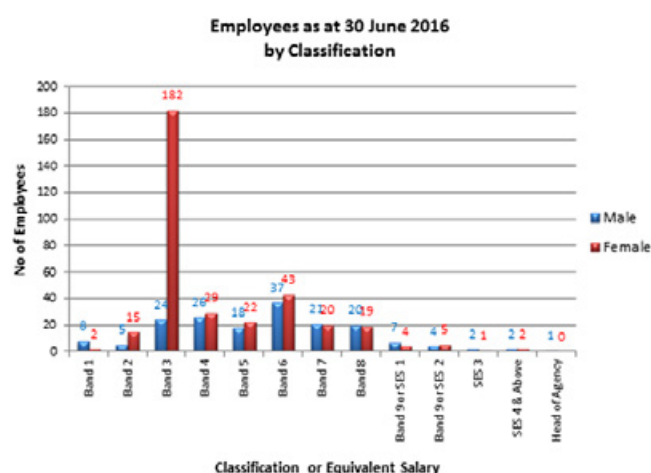
**Employees as at 30 June 2016  
by Salary Range**





## DPAC employees by Classification and Gender

The impact of Service Tasmania Operations transferring to DPAC is shown in the following graph that supports the previous graph on salary range there has been a significant increase in Band 3 positions in the Department that are predominately occupied by women.



## DPAC Staff movements

Staff Movements 2015-16	Male	Female	Total
<b>Appointments</b>			
Permanent	11	16	27
Fixed-term	9	16	25
SES	1	1	2
<b>Total Appointments</b>	<b>21</b>	<b>33</b>	<b>54</b>
<b>Status Changes</b>			
Promotions without advertising	0	1	1
Number of conversions from Fixed Term to Permanent	0	0	0
<b>Total Status Changes</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Transfers/Secondments</b>			
Fixed-term transfers to DPAC as at 30 June	1	5	6
Fixed-term transfers/secondment out of DPAC as at 30 June	8	4	12
<b>Total Transfers/Secondments</b>	<b>9</b>	<b>9</b>	<b>18</b>
<b>Terminations/Exits</b>			
Resignations	8	12	20
Resignations (WRIPs)	0	1	1
Retirements (including ill health retirements)	2	1	3
Contract expiries	1	3	4
Transfers/promotions to other Agencies	9	8	17
Voluntary redundancies	1	1	2
Termination of SES contracts	1	1	2
<b>Total Terminations/Exits</b>	<b>24</b>	<b>43</b>	<b>67</b>

## TNVRs, WRIPs & SES Terminations

DPAC has paid two Targeted and Negotiated Voluntary Redundancies (TNVRs), one Workforce Renewal Incentive Programs (WRIP) and ceased two SES Contracts in 2015-16.

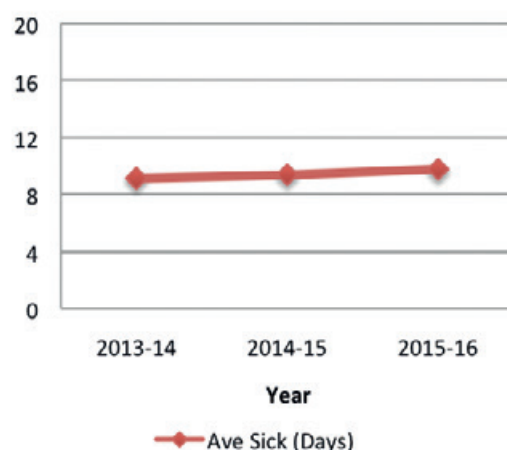
## Leave Management

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

The average amount of sick leave taken has risen slightly in the last year from 9.39 days to 9.77 days compared to the previous year.

### DPAC leave liability

### Employees Average Sick Leave Days Taken



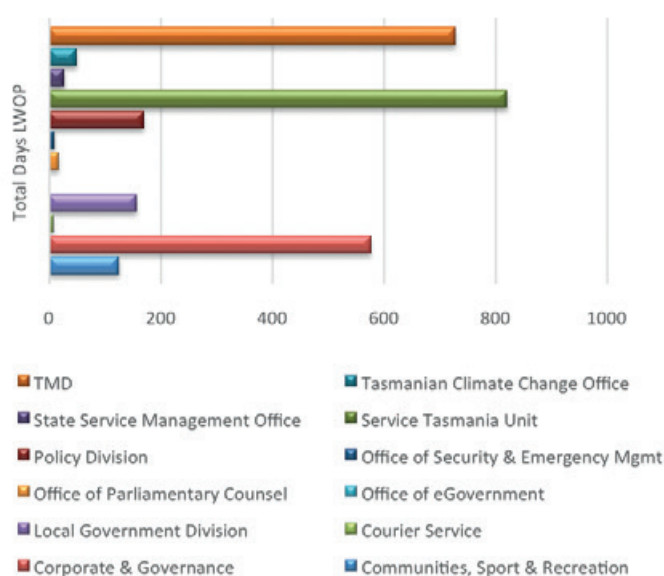
### Recreation and Long Service Leave (as at 30 June)

	2014	2015	2016
Average number of days recreation leave per employee	15.5	16.6	15.2
Employees with >40 days recreation leave	12	20	21
Average number of days LSL per employee with a minimum of 10 years service	52.0	53.6	50.0
Employees with >100 days LSL	1	1	0

### Unpaid Leave

Sixty-one employees accessed either unpaid leave or unpaid maternity leave, which totalled 2 683 days taken during the year. This comprised 11 employees taking less than five days; 30 employees taking less than 20 days; and 31 employees taking more than 20 days unpaid leave (50 per cent of these were for unpaid maternity leave).

### Unpaid Leave by Division 2015-16



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

### Headcount & FTE – M&PS Staff

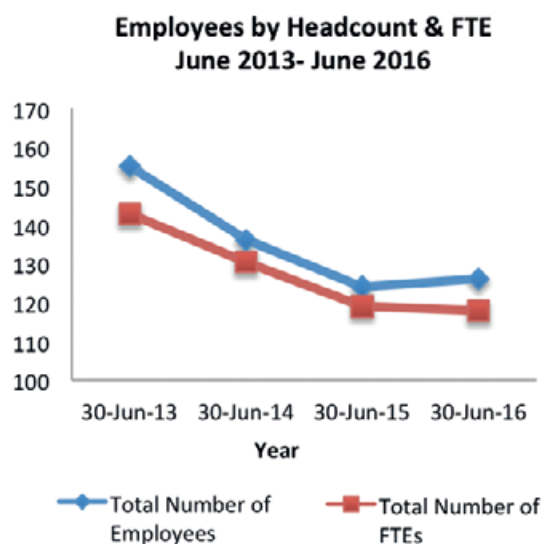
Offices	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Government Ministerial and Electorate Offices	0	88	88	0.00	83.94	83.94
Labour Opposition Office and Electorate Offices	0	18	18	0.00	15.2	15.2
Tasmanian Greens Electorate Offices	0	6	6	0.00	4.7	4.7
Ministerial Drivers	10	0	10	10.00	0.00	10.00
Other Government Offices	0	4	4	0.00	4.00	4.00
<b>Total</b>	<b>10</b>	<b>116</b>	<b>126</b>	<b>10.00</b>	<b>107.84</b>	<b>117.84</b>

### Casual Employment

Ministerial and Parliamentary Support employs nine casual Ministerial Drivers.

### Headcounts, FTEs, Gender, Employments Status, Age and Salary

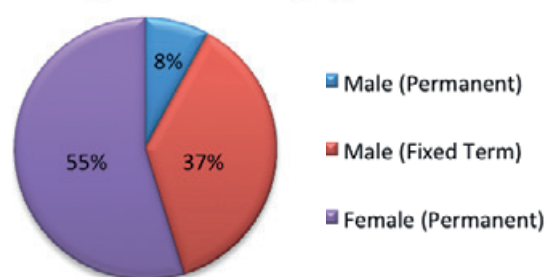
M&PS employees as at 30 June 2016 by FTEs and headcounts



### M&PS employees by gender and employment status

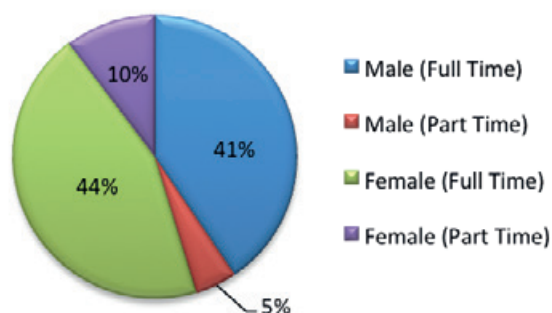
Ministerial offices have a high proportion of fixed-term employees as many are employed for the term of the Government.

#### Employees as at 30 June 2016 by Gender and Employment Status

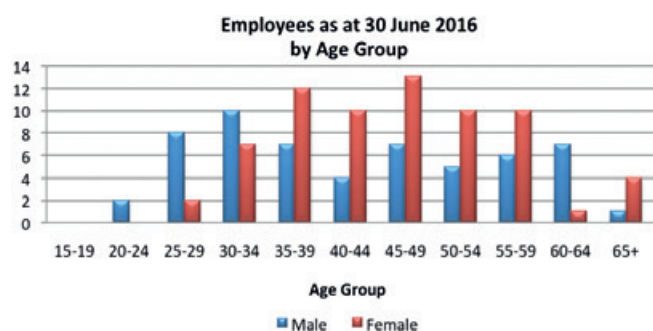


### M&PS employees by full-time/part-time employment

#### Employees as at 30 June 2016 Full Time vs Part Time

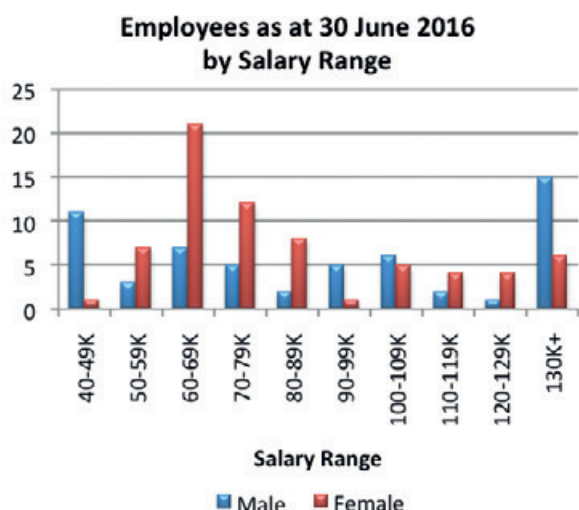


## M&PS employee profile by age



## M&PS employees by salary range

The average (full-time) salary is \$93 103. The average salary for men is \$100 416 and the average salary for women is \$87 062. Salary excludes Ministerial driver allowances and any other allowances.



## M&PS staff movements

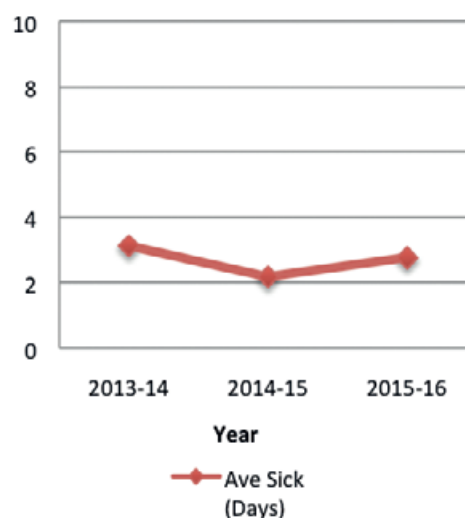
Staff movements	2015-16
Number of employees on secondment to M&PS as at 30 June	23
Number of new appointments (including secondments)	41
Number of resignations	21
Number of retirements	1
Number of contract expiries	4
Number of terminations (redundancy)	0
Number of terminations (non-redundancy)	3
Number of voluntary redundancies	0

## Leave Management

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

The average amount of sick leave taken has increased slightly in the last year from 2.18 days to 2.76 days.

### Employees Average Sick Leave Days Taken



### M&PS leave liability

Recreation and Long Service Leave (as at 30 June)	2014	2015	2016
Average number of days rec leave per employee	10.0	16.9	19.6
Employees with > 40 days recreation leave	4	6	13
Average number of days LSL per employee with a minimum of 10 years service	53.63	51.06	49.42
Employees with >100 days LSL	0	0	0

## Unpaid Leave

Twenty employees accessed either unpaid leave or unpaid maternity leave which totalled 342 days taken during the year. This comprised six employees taking less than five days; 15 employees taking less than 20 days; and five employees taking more than 20 days unpaid leave (two of these were for unpaid maternity leave).



## HUMAN RESOURCES ACTIVITIES

### Recruitment policies and programs

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

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

In 2015-16, the State Service introduced a new recruitment system, PageUp, to replace the Government Jobs web platform. The introduction of PageUp has led to a significant reduction in position-filling times and has also enhanced the applicant's experience.

As part of our recruitment process, we have committed to encouraging and identifying opportunities for staff mobility and development across all DPAC vacancies. The Department has implemented a flexible approach to advertising roles, including advertising roles on a flexible basis to assist in eliminating some of the barriers to employment described by different applicant groups, including women.

The Department has also been part of a State Service trial of the "one page pitch" for SES vacancies. Advertisements for SES vacancies – online ([www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)) and via any other media – focus on 'the opportunity', giving an overall summary of the job and its outcomes, and 'the ideal candidate' in terms of experience, skills and knowledge. This is a fundamental shift from the traditional application, where statements are gathered against specified selection criteria. The trial is continuing.

### Performance management

The Department of Premier and Cabinet is committed to making DPAC a challenging and supporting 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 employee needs to undertake over the coming year, to create plans to further develop their skills and potential, and also to reward performance.

During 2015-16, following feedback from employees, the Department has begun work on reviewing simplifying the current PMD process and reframing the focus from the 'paperwork' to the 'conversation'. This work is continuing.

### Workplace diversity

DPAC aims to provide a positive workplace that respects the background and characteristics of each employee and recognises all employees for their valuable contributions. DPAC values diversity and recognises that harnessing the strengths of a wide variety of individual employees is how we achieve our organisational goals. DPAC appreciates the importance of a workplace culture that treats external clients and stakeholders with respect and courtesy, regardless of their attributes.

The Department, along with the rest of the State Service, is working on addressing gender diversity. In 2015-16, the Department announced the goal that 50 per cent of our Senior Executive's will be women by 2020. Currently this sits at around 40 per cent.

In 2016-17, our emphasis will be on developing an inclusive workplace, which will include reviews of recruitment practices, the development of strategies to encourage inclusion, together with the provision of support for managers to promote inclusion.

### Contemporary HR policies, procedures and practices

During 2015-16, Human Resources has concentrated on the development, review and evaluation of both current and new HR policies, procedures and practices. The redevelopment of the Department's intranet, iPac, ensured efforts were dedicated to the refresh and development of tools and forms to assist both managers and employees, as well as driving improvements in HR service delivery.

There has been a sustained focus on communication and consultation with stakeholders in regard to business improvement initiatives, complimented by the development of simplified, practical and Plain English policies, procedures, guides, templates, forms, and frequently asked questions material.

### Grievance resolution

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

There were two formal grievances reported in the Department during 2015-16.

## Work, health and safety strategies

The people who work for the Department of Premier and Cabinet are our greatest assets and we all have the right to work in an environment where our health, safety and well-being are paramount to everything that we do. The commencement of the Work Health and Safety Act on 1 January 2013 has created the impetus for a renewed focus on health and safety for all our workers, and demonstrates our commitment to the State Service being a leader in workforce health, safety, wellbeing and injury management.

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

The objective of our Plan is to identify strategies, actions and performance measures that will enable our people to work together to build a culture that values, supports and improves the work health, safety and wellbeing of everyone within DPAC. Workplace health and safety is everyone's responsibility.

### Performance measures

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

#### DPAC

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

#### M&PS

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

### Workers Compensation Claim Statistics

Number of claims by year of injury	2012-13	2013-14	2014-15	2015-16
DPAC	5	7	5	3
M&PS	3	4	-	-
<b>Total</b>	<b>8</b>	<b>11</b>	<b>5</b>	<b>3</b>





## WHITE RIBBON PROGRAM

On the 13 August 2015 the Government released *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020*.

Action Five of Safe Homes, Safe Families was to roll out the White Ribbon Workplace Accreditation Program (the Program) across all Tasmanian Government agencies, to be led by the Department of Premier and Cabinet (DPAC).

By undertaking the White Ribbon Workplace Accreditation Program, DPAC has committed to taking active steps to prevent and respond to violence against women, which include:

- embedding policies and procedures, and leading training in the prevention of violence against women;
- building capacity to prevent violence against women by equipping staff with the skills and knowledge to recognise and respond to violence against women; and
- empowering staff to promote safe places for women and respectful relationships between all employees.

White Ribbon Workplaces are centres of respect and proactivity in relation to the safety of women in the workplace, and are members of a truly leading edge cohort, both nationally and internationally.

The Department of Premier and Cabinet is a part of the inaugural Tasmanian Government cohort, alongside the Department of Treasury and Finance and the Department of Police, Fire and Emergency Management. These three agencies formed an Inter-Agency Steering Committee to progress the implementation of the White Ribbon Program by sharing resources and participating in events. The Inter-Agency White Ribbon Program Committee is chaired by David Strong, DPAC.

Within DPAC, a Steering Committee and a Working Group have been created to support the implementation of the Program.

In addition, there is also an Interagency Working Group, led by DPAC, that is responsible for sharing ideas and resources, challenges and opportunities throughout the accreditation process. This group currently includes representatives from each department involved in the inaugural cohort, however the other departments will be invited to join this group as their cohorts commence.

Significant achievements to June 2016 include:

- roll-out of White Ribbon and Family Violence training for all DPAC staff;
- organisation of key White Ribbon Events, including White Ribbon Day and White Ribbon Night, together with participation in other events such as the Mother's Days Classic;
- the development of Family Violence manager training, together with a suite of support tools for managers;
- implementation of internal communication strategy actions, increasing awareness of employees on issues such as violence in the workplace and family violence; and
- compiling the submission material for evidence to White Ribbon for the accreditation assessment.

We will know in October 2016 whether we have attained accreditation as a White Ribbon Workplace.



## SUPERANNUATION CERTIFICATE

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

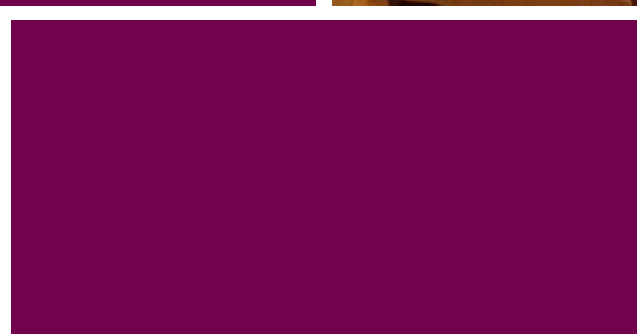
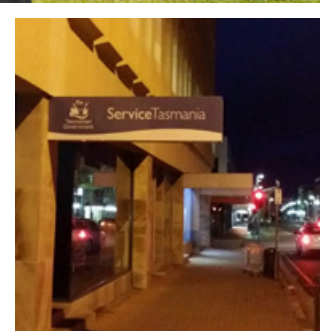
AGEST	Energy Super	Optimum Super Master Plan
AMP Custom Super	FSP Super Fund	Our Super Fund
AMP Flexible Life Super	First State Super	Perpetual Trustees Tasmania Ltd
AMP Flexible Super	First Super	Perpetual's Select Super
AMP Mobile Super	Flourishing Super Fund	Powerwrap Master Plan
AMP Society	Ford Andrews Super Fund	Q Super
AMP Superleader Plan	Generations Personal Super	Quadrant Super
ANZ Australian Staff Super	Gordon Family Super Fund	RBF Contributory Scheme
ANZ Smart Choice Super	Greskie Superannuation Fund	RBF-TAS
AON Master Trust - Viva	Guild Retirement Fund	REI Super
AXA Australia	Hesta Super	REST Personal
Asgard Super Account	Host Plus Super	REST Super
Australian Catholic Super	ING Direct Super Fund	Rainier Kroeze Superannuation
Australian Ethical Super	IOOF Employer Super	Retirement Savings Account
AustralianSuper	IOOF Portfolio Service Super	S&L Wiggins Super
BT Super Wrap	Investment Exchange RS	Smartsave Members Choice
BT Super for Life Savings	JM & NL Mason Super Fund	Sunsuper Super Fund
Bay Ridge Superannuation	Kiste Superannuation Fund	TPF&C Nominees Spectrum
Braemar Super Fund	Legal & General Life Australia Ltd	Tabe Family Super Fund
CBUS Super	Legal Super	Tasplan Super
CFM Retire Fund	Long and Strong Super Fund	Telstra Super
Care Super	MLC MasterKey Business	Tronson Superannuation Fund
Catholic Super Fund	MLC MasterKey Super	UniSuper
Colonial FSFC Personal	MLC Navigator Super	VicSuper
Colonial FSFC Wholesale	Mercer Super Trust	Vision Super
Colonial Portfolio Services Ltd	Murrell Superannuation Fund	Westpac Super
Comet Super Fund	National Flexi Super Plus	Winwood Super Fund
Commonwealth Essential Super	Netwealth Super Accelerator	Zurich Australia Life
Commonwealth Personal Super	North Personal Super Fund	Zurich Superannuation Plan
Comsuper	Norwich Union Life Australia	
Denney Family Super	One Path MasterFund	

These are the only complying superannuation schemes (other than those established under the provisions of the *Retirement Benefits Act 1993* and the *Public Sector Superannuation Reform Act 1999*) to which this Department makes employer superannuation contributions.



Greg Johannes  
Secretary  
Department of Premier and Cabinet

30 June 2016





## OFFICE OF THE SECRETARY

### About Us

The Office of the Secretary comprises the Secretary, Deputy Secretaries and administrative support staff. During the year the Office changed with the transfer of Tim Bullard, Deputy Secretary (Policy) to the Department of Education and David Nicholson transferring from the Department of Health and Human Services to replace Tim. While Rebekah Burton was in the role of Deputy Secretary at 30 June 2016, she retired on the 8 July 2016 after a long and distinguished career in the State Service.

## 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.

## TASMANIAN CLIMATE CHANGE OFFICE

### About Us

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

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

## OFFICE OF PARLIAMENTARY COUNSEL

### About Us

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



## OFFICE OF EGOVERNMENT

### About Us

The Office of eGovernment works with agencies to:

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

## SERVICE TASMANIA

### About Us

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

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

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

## TMD

### About Us

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

## STATE SERVICE MANAGEMENT OFFICE

### About Us

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

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

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

## OFFICE OF SECURITY AND EMERGENCY MANAGEMENT

### About Us

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

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

## COMMUNITIES, SPORT AND RECREATION

### About Us

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

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

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

## LOCAL GOVERNMENT DIVISION

### About Us

The Department of Premier and Cabinet's Local Government Division contributes to the wellbeing of local communities through promoting a sustainable and vibrant local government sector and supporting strong collaborative relationships between the State Government and local government.

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

## CORPORATE AND GOVERNANCE DIVISION

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

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

### Human Resources

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

## Financial Management Services

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

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

## Information Technology Services

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

## Properties and Procurement

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

## Business Improvement Unit

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

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

## Communications and Protocol Unit

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

## Government Services

The Government Services Branch (GSB) supports machinery of government processes, manages critical issues related to the administration of Government, and is primarily responsible for responding to Right to Information request (via its delegated statutory officers) and appointments of Heads of Agencies. GSB provides administrative support for Executive Government bodies such as Cabinet and the Executive Council, management of machinery of government matters and other Executive Government processes.

## Portfolio Services

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

## Governance Support

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

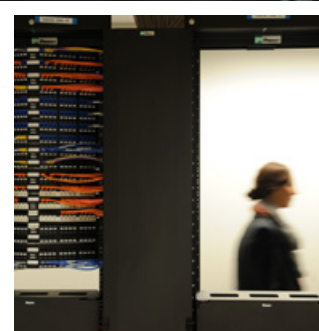
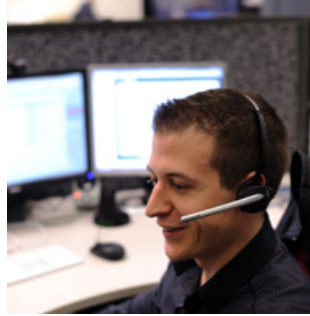
## Silverdome

The Silverdome is a multi-purpose facility that has an indoor cycling velodrome and has the Tasmanian Institute of Sport located at the facility. The Department is responsible for the operations of the facility and surrounding grounds as well as ensuring the facility is used to minimise the financial support provided by the Government.









Our financial statements for 2015-16 were signed on 12 August 2016 and submitted to the Auditor-General on the same day. Material amendments to the financial statements caused us to re-sign the statements on 13 September 2016.

On 13 September 2016 we received an unqualified audit opinion (copy provided on next two pages) from the Tasmanian Audit Office and a management letter from Auditor-General Rob Whitehead indicating no management issues to address.

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

## STATEMENT OF CERTIFICATION

The accompanying Financial Statements of the Department of Premier and Cabinet are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the Financial Management and Audit Act 1990 to present fairly the financial transactions for the year ending 30 June 2016 and the financial position as at end of the year.

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



**Greg Johannes**

Secretary

13 September 2016





### Independent Auditor's Report

#### To Members of the Tasmanian Parliament

#### Department of Premier and Cabinet

#### Financial Statements for the Year Ended 30 June 2016

#### Report on the Financial Statements

I have audited the accompanying financial statements of the Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2016 and the statements of comprehensive income, changes in equity and cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by the Secretary of the Department.

#### Auditor's Opinion

In my opinion the Department's financial statements:

- (a) present fairly, in all material respects, its financial position as at 30 June 2016 and its financial performance, cash flows and changes in equity for the year then ended
- (b) are in accordance with the *Financial Management and Audit Act 1990* and Australian Accounting Standards.

#### *The Responsibility of the Secretary for the Financial Statements*

The Secretary of the Department is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and Section 27 (1) of the *Financial Management and Audit Act 1990*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial statements based upon my audit. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the

...1 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

*Strive | Lead | Excel | To Make a Difference*

## INDEPENDENT AUDITOR'S REPORT (continued)

audit to obtain reasonable assurance as to whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on my judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, I considered internal control relevant to the Secretary's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Secretary, as well as evaluating the overall presentation of the financial statements.

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

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

### Independence

In conducting this audit, I have complied with the independence requirements of Australian Auditing Standards and other relevant ethical requirements.

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.

### Tasmanian Audit Office



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

Hobart  
13 September 2016

...2 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

*Strive | Lead | Excel | To Make a Difference*

## OUR FINANCIAL REPORT

The following is an analysis of our financial results for the year for which the Auditor-General has not issued an audit opinion. His audit opinion relates to the Audited Financial Statements in Appendix A of the Addendum.

## FINANCIAL PERFORMANCE

Key indicators of DPAC's financial performance in 2015-16 and position as at 30 June 2016 include:

- A comprehensive result for the financial year of \$5.021 million (compared with a comprehensive deficit of \$4.862 million in 2014-15), which was due to a revaluation of Land and Building Assets in 2015-16;
- Revenue was higher than expected by \$10.668 million as a result higher than expected appropriation revenue (\$4.035 million), Grant revenue (\$3.165 million), Sale of goods and services (\$2.024 million) and Other revenue (\$1.924 million);
- Expenditure was higher than expected by \$8.136 million and the significant contributions to this were: Employee benefits and superannuation (\$0.798 million); Other transfer payments (\$8.349 million) due to Safe Homes Safe Families transfers to other agencies and supplies and consumables (\$0.977 million); offset by lower than expected Grants expenditure (\$2.148 million) due to Section 8A2 Carry Forwards and other budgeted grant payments that did not occur;
- There is an increase of \$3.380 million in Equity and net assets compared with the 2014-15 financial year, being the Comprehensive surplus for the year (\$5.021 million) and Revaluation of Land and Building Assets (\$3.310 million);
- From a day-to-day operations point of view, management of DPAC's net working capital is critical. Key components are Cash and deposits, Receivables, Payables, Revenue in advance and Interest bearing loans, the net worth of which was \$10.709 million at 30 June 2016, \$9.901 million at 30 June 2015 and \$5.880 million in the budget for 2015-16; and
- Total assets increased by \$5.210 million in 2015-16, of which \$2.090 million is the increase in Cash and receivables, \$0.418 million in Land and \$2.508 million in Buildings. Total liabilities increased by \$1.832 million, made up predominately of increases in Payables of \$0.173 million, Employee benefits of \$0.383 million and interest bearing liabilities \$1.109 million, offset by a decrease in Other non-financial liabilities of \$0.159 million.

### Revenue

The following table details the movements in controlled revenue for the past five years and DPAC's budget for 2015-16:

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
<b>Appropriation Revenue from Government</b>						
Appropriation revenue – recurrent	70 904	65 675	68 389	92 469	82 597	78 562
Appropriation revenue – works & services	250	250	250	446	420	756
Appropriation Section 8A(2) C/Fwd	674	864	278	791	580	725
<b>Total Appropriation Revenue</b>	<b>71 828</b>	<b>66 789</b>	<b>68 917</b>	<b>93 706</b>	<b>83 597</b>	<b>80 043</b>
<b>Revenue from Special Capital Investment Funds</b>	32	-	-	-	-	-
<b>Grants</b>	218	392	186	727	3 244	79
<b>Sales of Goods and Services</b>	29 538	31 166	32 828	31 630	34 332	32 308
<b>Other revenue</b>	2 655	5 844	3 309	8 076	3 902	1 978
<b>TOTAL REVENUE</b>	<b>104 271</b>	<b>104 191</b>	<b>105 240</b>	<b>134 140</b>	<b>125 075</b>	<b>114 408</b>

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



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

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	19 762	19 074	21 930	18 502	19 174	18 990
Support for Executive Decision Making	10 020	11 818	10 786	7 707	8 108	5 306
Government Processes and Services	12 158	9 638	9 728	9 568	11 093	9 891
Electronic Services for Government Agencies and Community	14 572	12 083	12 445	12 890	14 085	14 244
State Service Management	3 984	2 922	2 650	2 508	3 058	3 085
Tasmanian Together Progress Board	973	903	-	-	-	-
Security and Emergency Management	-	-	-	512	737	776
Communities, Sport and Recreation	6 821	6 872	7 201	37 138	22 970	22 545
Local Government	2 614	2 365	3 649	3 644	3 372	3 224
<b>TOTAL REVENUE</b>	<b>70 904</b>	<b>65 675</b>	<b>68 389</b>	<b>92 469</b>	<b>82 597</b>	<b>78 061</b>

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

Our other major revenue stream is Sales of Goods and Services of which 84 per cent is generated by TMD from different services provided. The following table provides details on the revenue generated:

	Actual				
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
<b>TMD</b>					
TASINET charges	17 575	16 895	16 857	16 178	17 177
Computing services	2 784	4 016	5 078	5 184	5 158
Network Tasmania (NT) contract management	2 115	3 283	3 473	3 685	4 049
Human resources systems	1 602	1 529	1 581	1 747	1 768
Oracle licensing	693	648	636	691	706
<b>Total TMD</b>	<b>24 769</b>	<b>26 371</b>	<b>27 625</b>	<b>27 485</b>	<b>28 858</b>
<b>Service Tasmania transaction fees and contributions</b>	2 710	2 474	2 798	2 633	2 971
<b>Training services – The Training Consortium</b>	1 033	1 518	1 257	993	853
<b>Legislation drafting – Office of the Parliamentary Counsel</b>	542	407	78	-	-
<b>Other</b>	484	396	1 071	521	1 650
<b>TOTAL</b>	<b>29 538</b>	<b>31 166</b>	<b>32 829</b>	<b>31 632</b>	<b>34 332</b>

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

During 2015-16 the revenue generated from the Network Tasmania contract management increased significantly. Consolidation of email services as a whole-of-government service resulted in steady revenue for TMD on an ongoing basis with initial costs recovered in 2013-14.

The revenue generated from Service Tasmania is based on the number of over-the-counter transactions. The revenue generated in 2015-16 reflects an increase in the number of transactions.

As in previous years, the revenue generated by training services provided by The Training Consortium (TTC) has decreased as a result of decreased spending by agencies in response to budget management strategies.

The majority of the revenue for legislation drafting services by the Office of Parliamentary Counsel was generated from charging off-budget entities for drafting new legislation and amendments to existing legislation. The decrease in 2013-14 reflects a change in the charging policy and it was known it would impact on revenue for the next two subsequent years before a further review to be undertaken. As expected the revenue this year is nil.

## Expenditure

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

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Employee benefits	40 462	41 902	44 018	49 885	54 619	53 770
Superannuation	4 271	4 430	4 596	5 266	6 054	6 105
Depreciation and amortisation	1 244	1 124	1 144	1 363	1 150	990
Supplies and consumables	33 258	38 551	35 119	34 139	38 539	37 562
Grants, subsidies, donations and contributions	5 540	5 985	8 962	33 725	14 588	16 736
Finance costs	15	13	13	2	8	-
Transfers to Service Tasmania lead agencies	11 420	11 458	11 536	12 042	-	-
Other transfer payments	2 370	1 433	2 181	2 090	8 349	-
Transfers to the Consolidated Fund	147	18	55	53	53	-
Other expenses	2 208	940	167	444	295	355
<b>TOTAL EXPENDITURE</b>	<b>100 935</b>	<b>105 854</b>	<b>107 792</b>	<b>139 009</b>	<b>123 654</b>	<b>115 518</b>

Compared to 2014-15, total expenses decreased by \$15.355 million, being Grants, subsidies, donations and contributions for time limited election commitments (\$19.137 million) and transfers to Service Tasmania lead agencies (\$12.042 million), which was offset by higher Employee benefits and superannuation (\$5.522 million), Supplies and consumables (\$4.400 million) and Other transfer payments (\$6.259 million). The Department no longer transfers funds to Service Tasmania lead agencies as the Service Tasmania Centres were transferred to DPAC on 1 July 2015.

## Employee benefits

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	13 236	13 144	14 386	14 149	13 969	12 571
Support for Executive Decision Making	4 621	5 023	5 130	5 289	3 321	3 373
Government Processes and Services	5 425	6 411	6 496	8 276	7 344	6 188
Electronic Services for Government Agencies and Community	8 464	9 043	10 002	9 341	17 974	19 675
State Service Management	3 152	2 347	2 189	2 456	2 547	2 360
Tasmanian Together Progress Board	453	363	-	-	-	-
Security and Emergency Management	-	-	-	410	707	582
Communities, Sport and Recreation	3 654	3 295	3 630	8 844	7 125	7 848
Local Government	1 457	2 276	2 193	1 117	1 633	1 173
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>40 462</b>	<b>41 902</b>	<b>44 026</b>	<b>49 882</b>	<b>54 619</b>	<b>53 770</b>

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

Employee costs expenditure increased by \$4.737 million compared with 2014-15. The majority of the increase is a result of employee costs for transferred Service Tasmania employees and payments for TNVRs, WRIPS and SES termination payments within the Department and MPS.

From an Output perspective, employee expenditure decreased for Ministerial and Parliamentary Support (\$0.180 million), Support for Executive Decision Making (\$1.968 million), Community, Sport and Recreation (\$1.719 million), and Government Processes and Services (\$0.932 million), and was offset by increases in Electronic Services for Government Agencies and the Community (\$8.633 million), Local Government (\$0.516 million), State Service Management (\$0.091 million), Security and Emergency Management (\$0.297 million). The reasons for the material variances in the DPAC Output Groups are:

- an increase for Electronic Services for Government Agencies and the Community occurred as a result of the transfer Service Tasmania Centre staff from DPIPWE on 1 July 2015;
- a decrease for Communities, Sport and Recreation and Support for Executive Decision Making occurred as a result of reallocation of corporate overhead to other divisions and vacancies that were not filled as they became vacant; and
- Employee costs across all outputs were affected by costs associated with TNVRs, WRIPs and SES termination/resignation payments and that during 2015-16 there was 27 pay periods compared to 26 pay periods in the previous year.

## Superannuation

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	1 209	1 236	1 195	1 297	1 329	1 140
Support for Executive Decision Making	536	595	626	630	389	420
Government Processes and Services	636	673	731	756	723	767
Electronic Services for Government Agencies and Community	876	954	1 055	1 000	2 104	2 193
State Service Management	360	267	257	305	317	298
Tasmanian Together Progress Board	64	49	-	-	-	-
Security and Emergency Management	-	-	-	50	89	77
Communities, Sport and Recreation	435	396	452	1 085	886	1 065
Local Government	155	260	280	144	216	145
<b>TOTAL SUPPERANNUATION</b>	<b>4 271</b>	<b>4 430</b>	<b>4 596</b>	<b>5 267</b>	<b>6 054</b>	<b>6 105</b>

The variances between 2014-15 and 2015-16 are a result of the impacts on Employee benefits that were detailed above.

## Depreciation

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	59	59	59	-	18	17
Support for Executive Decision Making	55	94	77	23	24	58
Government Processes and Services	48	63	68	53	56	69
Electronic Services for Government Agencies and Community	1 029	860	898	773	542	378
State Service Management	16	14	-	6	5	16
Tasmanian Together Progress Board	4	10	-	-	-	-
Security and Emergency Management	-	-	-	-	3	-
Communities, Sport and Recreation	26	9	28	506	497	449
Local Government	7	15	14	2	4	3
<b>TOTAL DEPRECIATION</b>	<b>1 244</b>	<b>1 124</b>	<b>1 144</b>	<b>1 363</b>	<b>1 150</b>	<b>990</b>

The decrease in depreciation expenditure of \$214 000 compared to 2014-15 is explained as follows:

- a decrease in depreciation of plant and equipment (\$21 000) due to some assets reaching the end of their useful life;
- a decrease in depreciation of computer hardware (\$99 000) resulting from the useful life of some assets being re-evaluated and assets purchased during the year;
- an increase in depreciation of leasehold improvements (\$3 000);
- a decrease in depreciation of infrastructure (\$83 000) due to some assets reaching the end of their useful life;
- a decrease in amortisation of intangibles (\$63 000) resulting from some intangibles (software) reaching its full written-down value during the year; and
- an increase in amortisation for lease make-good (\$49 000) due to the revaluation of one of the assets caused by a new lease contract.

## Supplies and consumables

	Actual				Budget	
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	5 159	5 176	5 253	4 839	4 695	4 918
Support for Executive Decision Making	2 277	2 861	1 990	1 510	1 035	986
Government Processes and Services	3 969	2 601	3 650	4 201	4 693	4 146
Electronic Services for Government Agencies and Community	18 602	20 815	20 521	18 797	22 439	22 641
State Service Management	1 252	1 969	1 462	1 537	1 374	1 380
Tasmanian Together Progress Board	390	337	-	-	-	-
Security and Emergency Management	-	-	-	92	113	112
Communities, Sport and Recreation	1 351	1 395	1 390	3 024	3 837	3 031
Local Government	258	3 397	853	139	353	358
<b>TOTAL SUPPLIES AND CONSUMABLES</b>	<b>33 258</b>	<b>38 551</b>	<b>35 119*</b>	<b>34 140</b>	<b>38 539</b>	<b>37 572</b>

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

Expenditure on Supplies and consumables increased by \$4.399 million compared with 2014-15. The reasons for the increase are:

- increased expenditure for:
  - communications (\$920 000)
  - rent (\$1.521 million)
  - property services and building maintenance (\$239 000), this includes one-off expenditure of \$131 000;
  - information technology (\$898 000)
  - travel and transport (\$42 000)
  - other supplies and consumables (\$616 000)
  - printing and information (\$97 000)
  - consultants (\$273 000)
  - training and conferences (\$103 000)
  - audit fees (\$127 000);
- decreased expenditure for:
  - contractors (\$84 000)
  - operating lease expenditure (\$65 000)
  - advertising and promotion; meetings; and external audit fees (\$70 000).



From an output perspective, planned expenditure on Supplies and consumables increased for: Government Processes and Services (\$492 000); Electronic Services for Government Agencies and the Community (\$3.642 million); Communities, Sport and Recreation (\$813 000); Local Government (\$214 000); and Security and Emergency Management (\$21 000). The increases were offset by decreases in: State Service Management (\$163 000); Support for Executive Decision Making (\$475 000); and Ministerial and Parliamentary Support (\$144 000). The reasons for the material variances in Output Groups are:

- a decrease for Support for Executive Decision Making is primarily due to less expenditure on travel and transport (\$41 000), rent (\$82 000), recruitment (\$84 000), communications (\$42 000) and operating leases costs (\$45 000), offset by additional expenses for information technology (\$62 000);
- an increase for Government Processes and Services is primarily due to more expenditure for training (\$32 000), communications (\$60 000), information technology (\$304 000) and rent (\$572 000), offset by decreases in (\$37 000), consultants (\$65 000), maintenance (\$131 000), other supplies and consumables (\$175 000) and advertising (\$78 000);
- an increase for Electronic Services for Government Agencies and the Community is primarily due to more expenditure on information technology (\$175 000), communications (\$975 000), consultants (\$207 000), travel and transport (\$74 000), property services (\$1.351 million) and other supplies and consumables (\$679 000);
- a decrease for State Service Management is primarily due to less expenditure on other supplies and consumables (\$221 000) offset by more expenditure on information technology (\$82 000);
- an increase for Communities, Sport and Recreation is primarily due to more expenditure on advertising (\$51 000), information technology (\$56 000) and other supplies and consumables (\$917 000) offset by less expenditure on maintenance (\$153 000) and property services (\$192 000); and
- an increase for Development of Local Government is primarily due to the two separate Boards of Inquiry into Huon Valley Council and Glenorchy City Council.

## Grants, subsidies, donations and contributions

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	-	1	1	-	-	-
Support for Executive Decision Making	2 792	3 205	3 585	163	224	396
Government Processes and Services	721	721	1 025	657	410	514
Electronic Services for Government Agencies and Community	350	-	-	-	-	68
State Service Management	40	-	-	-	-	90
Tasmanian Together Progress Board	-	-	-	-	-	-
Security and Emergency Management	-	-	-	1 261	-	-
Communities, Sport and Recreation	1 595	1 497	1 737	30 184	12 779	13 443
Local Government	10	561	2 614	1 460	1 175	1 475
<b>TOTAL GRANTS, SUBSIDIES, DONATIONS AND CONTRIBUTIONS</b>	<b>5 508</b>	<b>5 985</b>	<b>8 962</b>	<b>33 725</b>	<b>14 588</b>	<b>9 581</b>

Expenditure on grants and subsidies decreased by \$19.137 million compared with 2014-15. This is primarily the result of the completion of election commitment grants. Also during the year all Departmental grants programs were centrally administered by Communities, Sport and Recreation (CSR). The full list of grant recipients can be found in Appendix C in the Addendum to the Annual Report.

## Transfers to Service Tasmania lead agencies

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Electronic Services for Government Agencies and Community	11 200	11 208	11 536	11 792	-	-
CIP	250	250	250	250	-	-
<b>TOTAL TRANSFERS TO SERVICE TASMANIA LEAD AGENCIES</b>	<b>11 450</b>	<b>11 458</b>	<b>11 788</b>	<b>12 042</b>	<b>-</b>	<b>-</b>

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

## Other transfer payments

	Actual					Budget
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	8	-	-	-	-	-
Support for Executive Decision Making	427	173	249	149	2 527	-
Government Processes and Services	521	339	523	80	23	-
Electronic Services for Government Agencies and Community	32	46	285	93	1 564	-
State Service Management	316	100	60	60	40	-
Tasmanian Together Progress Board	3	10	-	-	-	-
Security and Emergency Management	-	-	-	146	-	-
Communities, Sport and Recreation	395	299	62	742	3 938	-
Local Government	668	466	1 001	820	-	-
<b>OTHER TRANSFER PAYMENTS</b>	<b>2 370</b>	<b>1 433</b>	<b>2 180</b>	<b>2 090</b>	<b>8 092</b>	<b>-</b>

Sometimes funding provided to DPAC is transferred to other agencies or jurisdictions if they are the primary agency to implement the program or policy. Transfers made during 2015-16 were:

- Transfers to Tasmanian Government agencies (\$7 952 000):
  - DPIPWE total \$884 600:
    - Service Tasmania IT Support – \$380 000
    - Service Tasmania Shop works – \$35 600
    - return of Service Tasmania Corporate Overhead – \$464 000
    - contribution to Bike Trail riding – \$10 000
    - other minor payments – \$4 000.
  - State Growth total \$150 000 for Reset the relationship with Aboriginal community funding;
  - DHHS total \$1.337 million:
    - NILS funding – \$160 000
    - Safe Homes Safe Families funding – \$1.177 million.
  - Treasury total \$2.727 million for Centenary of ANZAC Pedestrian Bridge
  - Education total \$1.095 million:
    - Safe Homes Safe Families funding – \$805 000;
    - provision of Service Tasmania Online – \$290 000;

- House of Assembly total \$22 500 for portrait of former Premier Lara Giddings;
- Department of Justice total \$578 300 for Safe Homes Safe Families funding;
- Police and Emergency Management total \$550 800 for Safe Homes Safe Families funding; and
- Other Transfers total \$606 800 for Silverdome funding, TMD and prepayments.
- Transfers to Australian Government agencies (\$357 000):
  - Department of Social Services total \$35 100:
  - 2015-16 Contribution to ANROWS, Safe Homes Safe Families funding – \$321 900).
- Other transfers and payments \$40 200:
  - ANZOG – \$20 000 for annual membership; and
  - Prepayments – \$20 200.

## Other expenses

	Actual				Budget	
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	733	257	48	56	56	63
Support for Executive Decision Making	273	103	21	163	16	18
Government Processes and Services	261	118	28	130	92	32
Electronic Services for Government Agencies and Community	459	184	38	35	68	163
State Service Management	156	83	8	10	13	11
Tasmanian Together Progress Board	36	13		0	0	0
Security and Emergency Management				6	0	3
Communities, Sport and Recreation	208	62	14	39	50	36
Local Government	82	120	10	5	0	29
<b>TOTAL OTHER EXPENSES</b>	<b>2 208</b>	<b>940</b>	<b>167</b>	<b>444</b>	<b>295</b>	<b>355</b>

The movement in expenditure for Other expenses is related to the change in Government policy on agencies paying payroll tax. From 1 October 2012, DPAC was no longer charged payroll tax and this produced savings of \$1.420 million for the year that was offset by increased expenditure for workers' compensation. The 2015-16 expenditure has reduced in comparison to 2014-15 due to one-off expenditure in 2014-15. The majority of the expenditure is the premium for workers compensation insurance.

## FINANCIAL POSITION

Our financial position is summarised in the following tables that indicates an increase in the value of DPAC assets of \$5.210 million and liabilities of \$1.832 million resulting in change in equity of \$3.380 million.

### Assets

	Actual				Budget	
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
<b>Assets</b>						
<b>Financial Assets</b>						
Cash and deposits	15 171	12 419	10 012	7 832	9 295	4 719
Receivables	4 419	5 290	5 029	4 678	5 305	5 005
<b>Total Financial assets</b>	<b>19 590</b>	<b>17 709</b>	<b>15 041</b>	<b>12 510</b>	<b>14 600</b>	<b>9 724</b>
<b>Non-financial Assets</b>						
Inventories	1	1	-	-	-	1 210
Plant, equipment and leasehold improvements	2 240	2 258	1 902	1 782	1 764	2 096
Infrastructure	631	515	319	143	50	0
Intangibles	512	273	261	140	294	428
Other non-financial assets	2 669	2 959	3 424	2 689	2 841	3 510
Land	-	-	-	3 402	3 820	3 402
Buildings	-	-	-	25 932	28 440	25 920
<b>Total Non-financial assets</b>	<b>6 053</b>	<b>6 006</b>	<b>5 906</b>	<b>34 088</b>	<b>37 208</b>	<b>36 566</b>
<b>TOTAL ASSETS</b>	<b>25 643</b>	<b>23 715</b>	<b>20 947</b>	<b>46 598</b>	<b>51 808</b>	<b>46 290</b>

### Financial assets

The increase in the closing balance for cash and deposits as at 30 June 2016 mainly reflects the loan received for payments for TNVRs, WRIPs and SES resignation payments and the transfer of Service Tasmania Centres to DPAC on 1 July 2015 and the Section 8A2 Consolidated Fund Carry Forwards. DPAC operates four special deposit and trust funds for specific purposes:

- T520 – DPAC's operating account which has a balance of \$4.231 million (compared with \$3.051 million at 30 June 2015) and the increase in the balance is related to the loan received for TNVRs, WRIPs and SES resignation payments and the Section 8A(2) Consolidated Fund Carry Forwards. The funds held in the operating account are primarily for projects yet to commence or commenced but not completed for which specific Australian Government or State funds were allocated. For projects yet to commence (\$1.412 million) under Section 8A(2) of the *Public Account Act 1986* is being held as a carried forward to 2016-17 for Silverdome Maintenance, Burnie Tennis Court funding, Snug to Margate Trail funding and Safe Homes Safe Families funding. Funding of \$2.022 million is being held for Australian and State government funded projects commenced but not yet completed. The retained revenue for the fees for service activities provided by the Office of Parliamentary Counsel, The Training Consortium, Office of eGovernment, State Service Management Office and Service Tasmania are held in the operating account. The funds are committed.
- T631 – TMD operating account which has a balance of \$2.762 million (compared with \$2.809 million as at 30 June 2015) The funds held in the account include Australian Government and State funds allocated to projects yet to commence or commenced but not completed. These projects include the IT Transformation Project and funding for the Modern Communications Project. There is also a requirement to have reserves to meet normal operating liquidity requirements (\$2 million).
- T816 – Service Tasmania operating account which has a balance of \$2.037 million (compared with \$1.589 million as at 30 June 2015). The increase in the balance is due the transfer of Service Tasmania Centres to DPAC on 1 July 2015.
- T773 – Sport and Recreation operating account which has a balance of \$178 000 (compared with \$420 000 as at 30 June 2015) has retained earnings for Sport and Recreation grants programs.

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

### Non-financial assets

The increase in the closing balance for non-financial assets is primarily due to revalued buildings and land that resulted in increased carrying values.



## Liabilities

	Actual				Budget	
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
<b>Liabilities</b>						
<b>Financial Liabilities</b>						
Payables	2 878	2 488	2 946	2 609	2 782	3 844
Interest-bearing liabilities	-	-	-	-	1 109	-
<b>Total Financial liabilities</b>	<b>2 878</b>	<b>2 488</b>	<b>2 946</b>	<b>2 609</b>	<b>3 891</b>	<b>3 844</b>
<b>Non-financial Liabilities</b>						
Employee benefits	10 933	11 776	10 625	13 131	13 514	13 229
Other non-financial liabilities	2 891	2 160	2 621	2 527	2 686	1 915
Provisions	647	660	673	676	683	692
<b>Total Non-financial liabilities</b>	<b>14 471</b>	<b>14 596</b>	<b>13 919</b>	<b>16 334</b>	<b>16 883</b>	<b>15 836</b>
<b>TOTAL LIABILITIES</b>	<b>17 349</b>	<b>17 084</b>	<b>16 865</b>	<b>18 943</b>	<b>20 774</b>	<b>19 680</b>

### Financial liabilities

There was a slight increase in the closing balance for payables (\$173 000).

Interest-bearing liabilities relates to a loan received for TNVRs, WRIPs and SES resignation payments, which is scheduled to be repaid over a three year period.

### Non-financial liabilities

The increase in the closing balance for provisions recognises the annual adjustment for lease make-good. The increase in the closing balance for employee benefits (\$506 000) is due primarily to the transfer of the employee provision for the Service Tasmania Centre staff transferred to the Department from 1 July 2015.

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

- Revenue in Advance – Section 8A(2) Carry Forward – as at 30 June 2015 \$725 000 was carried forward to 2015-16, compared with \$1.412 million being carried forward to 2016-17 from 2015-16. The difference is an increase of \$687 000;
- Other revenue in advance – the closing balance was \$704 000 a decrease of \$418 000; and
- Lease incentive liability – the closing balance decreased by the annual proportion of the lease incentive over the life of the lease for the ANZ building that TMD relocated to from Salamanca Square.

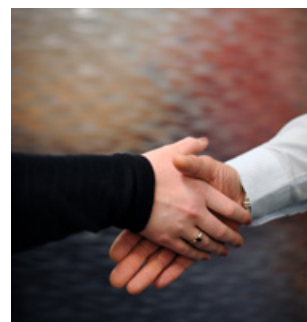
## Equity

	Actual				Budget	
	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)	2015-16 (\$'000)
<b>Equity</b>						
Reserves	5	5	5	10	3 686	5 161
Accumulated Funds	8 289	6 626	4 075	27 645	27 349	21 449
<b>TOTAL EQUITY</b>	<b>8 294</b>	<b>6 631</b>	<b>4 080</b>	<b>27 655</b>	<b>31 035</b>	<b>26 610</b>

- There is an increase of \$3.380 million in equity and net assets compared with the 2014-15 financial year, being the operating surplus for the year (\$5.021 million) offset by the transfer of net liabilities for Service Tasmania Centres on 1 July 2015 (\$1.641 million).



# Our Compliance Report



## CARBON EMISSION REDUCTION PLAN

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

		Actual 2014-15 KWH	Actual 2015-16 KWH	(Decrease) Increase KWH
Building				
Energy	Executive Building 15 Murray Street <sup>1,2</sup>	588 248	815 419	227 171
	144 Macquarie Street Building <sup>1,2</sup>	120 677	26 890	(93 787)
	Henty House <sup>3</sup>	86 451	187 268	100 817
	10 Murray Street	271 572	264 163	(7 409)
	St Johns Street	137 013	128 558	(8 455)
	22 Elizabeth Street <sup>1</sup>	74 750	75 574	824
<b>Total for all sites</b>		<b>1 278 711</b>	<b>1 497 872</b>	<b>219 161</b>

Notes:

1. Data does not include energy use for air conditioning.
2. The variances in these two properties is due to the co-location of Communities, Sport and Recreation to Level 4, 15 Murray Street.
3. The variance is due to the management responsibility of the Service Tasmania Service Centres being transferred to DPAC from DPIPWE.
4. Departmental information only, excludes Ministerial offices and Service Tasmania Service Centres except for the Centre that is located in Henty House.

DPAC's energy usage increased during the year, but this was attributable to recent agency restructures, associated with the addition of Service Tasmania.

DPAC endeavours to participate in initiatives that reduce its carbon emissions such as:

- educating and engaging with staff in sustainable work habits;
- identifying ideas and opportunities to reduce emissions and champion change; and
- participating in activities such as the Mobile Phone Muster.

DPAC also continues to work with building owners to identify opportunities to leverage negotiations to obtain improved environmental performance of its leased buildings. The Department aims to reduce the average utilisation of office space to 15m<sup>2</sup> per person over time and identifies opportunities to achieve this goal. This initiative will result in reduced energy consumption.

Recent lease negotiations for 15 Murray Street will realise investment in more energy-efficient lighting installations that will deliver sustained energy savings for the Department over the lease term.

## DISABILITY ACTION PLAN

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

### Access to Services and Programs

The Secretary endorsed DPAC's revised *Disability Action Plan* and it was made publicly available in May 2016. In June 2016, the Local Government Division, in partnership with the Local Government Association of Tasmania (LGAT), facilitated a forum for local government staff and elected members. The objectives of the forum were to build knowledge and capacity to help councils create accessible environments. Representatives from 13 councils attended including access and inclusion officers, an engineer, community development officers, councillors, building surveyors, a manager of building and marine infrastructure, a deputy general manager and an access committee member.

### Access to Employment Opportunities, Career Development, Retention and Recruitment

The State Service Management Office (SSMO) has developed a project plan to support a principle-based Reasonable Adjustment Policy Template (RAPT) for the State Service to provide a mechanism for responding to the individual adjustment needs of existing and potential employees.

SMMO is working with the Communities, Sport and Recreation Division to support this initiative. All HR documents used for advertising have been converted into a fully accessible format, including the Statement of Duties and Information for Applicants documents.

As part of its work on the Diversity and Inclusion Framework Project, SSMO has met with community stakeholders including the Premier's Disability Advisory Council (PDAC), disability employment service providers and members of the Tasmanian Carers and Advisory Council. The information gathered through these meetings will help to identify ways that we can improve the support offered to people with a disability and their carers who work (or wish to work) in the State Service.

Job opportunities have been advertised as 'flexible' since January 2016. A review of the outcome of this initiative will occur after one year

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

DPAC continues to take all reasonable endeavours to ensure that all new and leased property is accessible and complies with access standards. This involves taking into account financial constraints and property market constraints, including building fabrics and the willingness of building owners to make changes. The recent refurbishment of the Glenorchy Service Centre provided significant improvements for clients using wheelchairs or for those who rely on the aid of walkers. The Department actively works with building owners to undertake fit-outs and minor works so that Departmental and electorate offices comply with access requirements and do not pose an impediment to entry.

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

DPAC developed a draft DPAC Web Accessibility Project Plan that incorporates Tasmanian Government Web Accessibility Strategy outputs relating to policy updates, resources web page and awareness-raising.

Initial training has been undertaken to train web editors to enhance and maintain website accessibility and accessible documents.

Emergency preparedness information has been translated into 11 languages on the TasALERT website.

## **RIGHT TO INFORMATION**

We are committed to ensuring we meet our legal obligations to respond to requests for information in accordance with the *Right to Information Act 2009* (RTIA).

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

During 2015-16, 40 applications for assessed disclosure were received compared with 73 in 2014-15. Although the number of applications decreased compared to the previous year, there was a substantial increase in the complexity of the requests resulting in a greater demand on resources.

Of the 40 applications, 38 were assessed for disclosure following two applications being withdrawn by the applicant. Out of the 38 determined for assessed disclosure, information was provided in full for 19 requests, partial information was provided for five requests and eight applications were refused or claimed as exempt. There were six applications where the information requested was not held by DPAC.

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

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

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

We are committed to ensuring that we are accountable for the decisions we make and for encouraging and facilitating the reporting and disclosure of improper conduct of public officers in accordance with the *Public Interest Disclosures Act 2002* (PIDA).

Members of the public are able to seek input into our decision-making process either by invitation to comment on Government policy development or by direct contact with the Minister and/or the Secretary.

Our website details the functions and purpose of each business unit and the contact details and addresses for sub-branches.

We maintain the Tasmanian Government Directory, an online telephone and email address listing for most Government employees and organisations enabling easy access to employees within the Department and the wider State Service.

A variety of offices are available to members of the public to inquire into decisions of the Department. These include:

- the Secretary, Department of Premier and Cabinet: for matters relating to all decisions of the Department;
- the State Service Management Office: for matters relating to State Service employment;
- Ombudsman Tasmania: for administrative matters including Right to Information and personal information;
- the Tasmanian Integrity Commission: for matters relating to conduct of public officials; and
- the Tasmanian Auditor-General: for matters relating to the financial and operational performance of the Department.



Our employees are kept informed of all matters relating to their employment through a variety of media including interaction with their managers, general advice and information on our intranet site, iPac, and staff information sessions. Active staff consultation is undertaken when there is likely to be changes to the workplace which impact on individuals and/or their employment conditions.

No public interest disclosures were received during 2015-16.

## PROTECTING PRIVACY

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

When dealing with private information, we do so in accordance with the *Personal Information Protection Act 2004*.

There were no requests in 2015-16 from persons seeking access to, or update of, personal information held by us pertaining to them.

## PUBLICATIONS

During 2015-16, we produced 44 publications by our various operating units within the Department and there are available from:

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

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

## WEBSITES

As at 30 June 2016 we managed 26 web sites on behalf of the Department and the Premier's Office.

During 2015-16 we archived six web sites and through creation and transfers the number of websites to be managed decreased by one.

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

## PRICING POLICIES FOR GOODS AND SERVICES

DPAC's pricing policy is based on full-cost recovery.

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

TMD charges for telecommunications and computing services.

The Office of the Parliamentary Counsel charges for drafting services as follows:

- off budget or statutory authorities;
- legislation that is part of a major project which will result in a direct financial return to the State;
- where external funding is available;
- where an otherwise chargeable job is discontinued; and
- when a job changes from being non-chargeable to chargeable.

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

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

The Silverdome receives funding from the hirers of the facility and the fee charged is based on full-cost recovery. During 2015-16, the charging fees were reviewed to ensure there were reflective of the total operational costs for the Silverdome.

## PROCUREMENT

There were no major capital works projects (i.e. greater than \$250 000) undertaken during 2015-16.

We ensure that Tasmanian businesses are given every opportunity to compete for our business, and support Tasmanian businesses whenever they offer best value for money for the Government under the *Buy Local Policy*.

During 2015-16, we awarded 30 of the 45 contracts valued greater than \$50 000 (excluding GST) to Tasmanian suppliers. The contract value for Tasmanian suppliers excluding contract extensions was \$11 279 952 of the total contract value (excluding contract extensions) of \$42 917 110 representing 26.28 per cent.

Of the 15 contracts awarded externally, three were awarded as a result of direct/limited sourcing on contract extension pursuant to the *Treasurer's Instruction No. 1114: Direct/limited submission sourcing: goods and services* and one contract was awarded as a result of legal services exemption pursuant to *Treasurer's Instruction No. 1118: Procurement of Legal Services: goods and services*.

Further details of the individual contracts awarded above \$50 000 can be found in Appendix F.

No contracts were awarded as panel arrangements.

## RELATED TRUSTS AND BOARDS

Matters pertaining to the Local Government Board are reported by the Local Government Division under Output 7.I.

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

The Tasmanian Community Fund submits its Annual Report to Parliament through the Premier in accordance with Section 11 of the *Tasmanian Community Fund Act 2005*.

## RISK MANAGEMENT

Reviewing key business risks is fundamental to strategic management and improved business processes. During the year we embarked on a process that reviewed how we manage risks and how we could improve our management of risk.

This process commenced in August 2015 with a series of workshops with each of our divisions and branches that resulted in the creation of draft operational risk registers. In November 2015, all the draft operational risk registers were re-evaluated by the divisions and branches along with the draft strategic risk register developed by our Executive Management Team.

In December 2015, a Risk Maturity Index for the Department was presented to the Executive together with a proposed timeline to attain the desired risk maturity level.

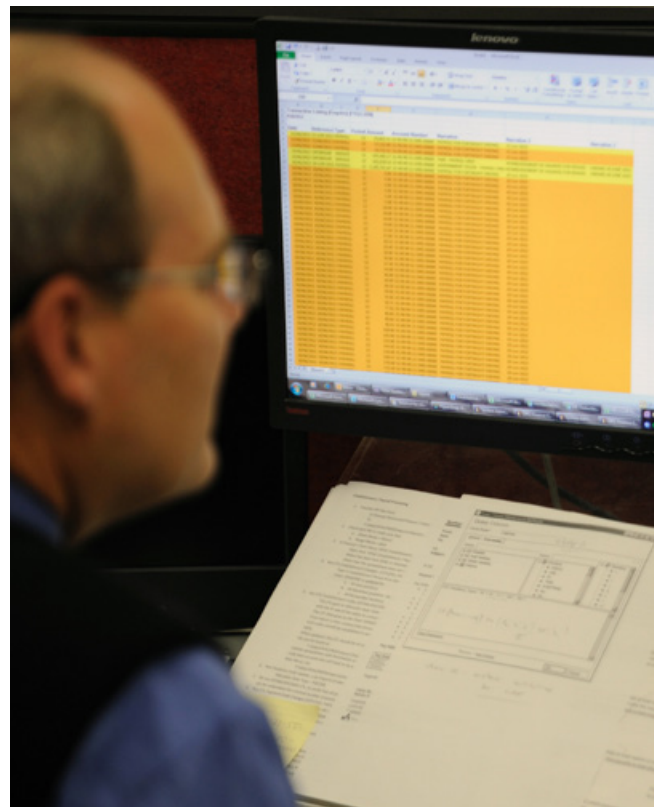
During the year we reviewed and revised our Risk Management Policy and Risk Management Framework. In revising the Risk Management Framework, new risk templates were developed to assist the risk owners in each division and branch to assess each risk identified in more detail.

The development of our Risk Management System (RMS) commenced during the year with the creation of reports and on-line dashboards in accordance with the new risk management framework.

## ASSET MANAGEMENT

We manage land and buildings in accordance with a Strategic Asset Management Plan (SAMP) prepared in compliance with the Government's Strategic Asset Management Framework. Strategic asset management is the planned alignment of assets with service demand, to achieve the best possible match of assets with service delivery strategies. The SAMP guides the sound and strategic acquisition, use and disposal of assets and the related risks and costs over their useful life. We are drafting new or revised asset management plans for our properties to support and implement strategies in the SAMP.

We also have an extensive portfolio of leasehold properties



that we are actively managing with the view to reducing leasehold commitments via a strategy to consolidate our functions across a reduced leasehold footprint.

With the exception of TMD, DPAC records heritage items and purchases of equipment, furniture and fittings with a value greater than \$10 000 as assets. Purchases of items valued at less than \$10 000 are recorded as expenses. For business purposes, TMD maintains an asset recognition threshold of \$1 000. The financial statements for 2015-16 are reported on an accrual basis, and contain full details of our asset management policies as notes to those statements.

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

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

## INDEPENDENT SCRUTINY (EXTERNAL AND INTERNAL)

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

The elements of this independent scrutiny include:

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

## RISK AND AUDIT COMMITTEE

From 1 July 2015, the Audit Committee became known as the Risk and Audit Committee, operating with a revised charter and, as the name suggests, a significant emphasis on risk.

The new Risk and Audit Charter defines the role of the Committee as providing independent assurance to the Secretary on the Department's financial and performance reporting responsibilities; risk oversight and management; and our systems of internal control.

It is the committee's responsibility to maintain free and open communication with both our external and internal auditors and our Executive.

During 2015-16, the Committee was chaired by a Deputy Secretary, had one independent member, Mr David Hudson, and met every quarter and in August to review the annual financial statements. Matters discussed this year included:

- Risk Management Policy;
- Risk Management Framework;
- workplace health and safety;
- risk assessments;
- Risk and Audit Charter;
- progress with action from external and internal audit reviews;
- Strategic External Audit Plan;
- Financial Statements for 2014-15;

- performance audits undertaken by the Tasmanian Audit Office; and
- internal audits undertaken by our internal auditors.

It is pleasing to note that there were no audit findings and recommendations issued by the Auditor-General with respect to Departmental financial statements.

## INTERNAL AUDIT

During 2015-16, Deloitte were re-appointed as the Department's internal auditor for a further three years.

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

- Risk assessments project;
- TI 1128 – Agency Procurement of goods and services compliance; and
- Travel Policy review – Frank McDonald.

During the year Deloitte presented their Strategic Internal Audit Plan to the Risk and Audit Committee based on the Department's new risk assessments and this was approved.

## LEGISLATION ADMINISTERED

We administered 67 Acts on behalf of the Premier and our responsible Ministers. The full list of legislation that we administered can be found in Appendix B. All legislation, including any amending Acts, is available at the Tasmanian Legislation website [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au).

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

Premier	49
Minister for Planning and Local Government	7
Minister for Aboriginal Affairs	4
Minister for Environment, Parks and Heritage	6
Minister for Education and Training	1

Two Acts were repealed during the year. These were:

- *Launceston Flood Protection Act 1977*
- *Tasmania Together Progress Board Repeal Act 2012*.

During the year we were responsible for drafting one Bill, the State Service Legislation (Miscellaneous Amendments) Bill 2015.

The Bill amends the *Building and Construction Industry Training Fund Act 1990*, *Ombudsman Act 1978*, *Personal Information Protection Act 2004*, *Public Interest Disclosure Act 2002*, *Right to Information Act 2009*, *Tasmanian Development Act 1983*, and *Threatened Species Protection Act 1995* to remove references to the former offices of the Commissioner for Public Employment and the State Service Commissioner.





The Bill completes the consequential amendments in relation to the *State Service Amendment Act 2012*. The State Service Amendment Act amended the *State Service Act 2000* to support improved governance, role clarity and increased accountability.

## INTEGRITY

The Integrity Commission is an independent body established in accordance with the *Integrity Commission Act 2009* (ICA). The three primary objectives of the Integrity Commission are to:

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

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

We are currently working with the Integrity Commission to implement an e-learning module regarding “Ethical Decisions at Work”. This joint project is in-line with our commitment to ethical conduct and building integrity behaviour. Before we roll-out this to all our staff as part of our mandatory training suite for all employees we are waiting for the release of the whole-of-government gifts, benefits and hospitality policy.

During the year we have been working closely with the Integrity Commission on legislative matters and awareness of ethical behaviour.



## GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 528 grant, contribution and election commitment payments. The following table summarises the payments by the Minister and program.

Program	Total Payment Amount	No. of Payments
<b>Premier</b>		
Australia Day grants	\$8 637	5
Communities, Sport and Recreation grants		
Council of the Ageing Tasmania	\$358 247	7
Emergency relief	\$300 000	3
Family Assistance program	\$330 000	5
Food Vans program	\$60 000	3
LGBTI grants	\$51 150	5
Multicultural Council of Tasmania	\$144 999	4
Multicultural Grants program	\$99 414	13
National Youth Week	\$47 661	23
Women's grants	\$6 436	5
Other Communities, Sport and Recreation grants	\$3 265 201	22
Volunteering Tasmania	\$287 442	3
Youth Network of Tasmania	\$266 847	2
Other Grants	\$345 708	10
Premier's Discretionary Fund	\$314 329	177
Veteran's Affairs		
Centenary of ANZAC grants	\$49 933	14
	<b>\$5 936 004</b>	<b>301</b>
<b>Minister for Aboriginal Affairs</b>		
Aboriginal Land Council	\$314 000	1
Other grants	\$21 200	2
	<b>\$335 200</b>	<b>3</b>
<b>Minister for Sport and Recreation</b>		
Community Sports Levy – Sports and Recreation Development grants	\$1 418 870	89
National / International Sport Championships	\$40 000	10
State Grants program	\$1 158 500	38
Other Sport and Recreation grants	\$478 000	7
Tasmanian Institute of Sport grants	\$4 800	1
	<b>\$3 100 170</b>	<b>145</b>
<b>Election Commitments</b>	<b>\$5 509 924</b>	<b>79</b>
<b>TOTAL</b>	<b>\$14 881 298</b>	<b>528</b>

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

# Compliance Index

		Page
<b>Aids to Access</b>		
Table of contents	Auditor-General's Special Report no. 4 of 1993, Standard of Annual Reporting by Government Departments	Inside front page
Table of compliance		This page
Index		95
Abbreviations		93
<b>Overview</b>		
Corporate Planning	SSR s. 9(a)(i)	8, 13 – 50
Major initiatives to give effect to public policy	SSR s. 9(a)(v)	8, 13 – 50
Report to statutory officer holder except where required to report under any other act	FMAA s. 27(1)(b) SSA s. 36(1)(b)	4 – 5
<b>Organisational structure</b>		
Organisational chart	SSR s. 9(a)(ii)	10
Organisational structure	SSR s. 9(a)(iii)	10
Changes to organisational structure	SSR s. 9(a)(iv)	Na
Statutory and non-statutory bodies	SSR s. 9(d)	87
<b>Performance information</b>		
Finance outcomes	TI 201(1)(a)	69 – 82 Addendum – Appendix A
Performance report	SSA s. 36(1)(a) FMAA s. 27(1)(a) and s. 27(4)	13 – 50
Performance measurement	TI 201(1)(a) and 201(1)(b)	47 – 50
Carbon emissions – climate change and environmental impact initiatives	Premier's Agenda Speech 2008	84
<b>Legislation</b>		
Legislation administered	SSR s. 9(d)	88 Addendum – Appendix B
Legislation enacted during the year	SSR s. 9(d)	88
Appeals process	SSR s. 9(c)(iii)	85
<b>Public access and information disclosure</b>		
Contact details	SSR s. 9(c)(ii)	Inside back cover
Community awareness	SSR s. 9(c)(i)	85
Publications	SSR s. 9(c)(i)	85 Addendum – Appendix E
Right to information requests	RTIA s. 23 and s. 53	85 Addendum – Appendix D
Public interest disclosure	PIDA s. 86	85

		<b>Page</b>
<b>Human resource management</b>		
Human resources information	SSA s. 36(1a)	51 – 62
Workplace diversity	ED No. 3	59
Workplace health and wellbeing	ED No. 23	60
Disability Action Plan	Disability Framework for Action 2012-17	84
Ethical conduct of staff	ICA s. 32	89
Industrial democracy and employee participation	SSR s. 9(b)(iv)	59
Occupational health and safety (incl. WHS Plan)	SSR s. 9(b)(vi) ED No. 27	60
Performance management	SSA s. 36(1)(ba) ED No. 26	59
Superannuation contributions	PSSRA s. 13	62
<b>Asset management, risk management and pricing policies</b>		
Pricing policy	TI 201(1)(c)	86
Capital projects	TI 201(1)(d)	Na
Risk management	TI 201(1)(f)	87
Asset management	TI 201(1)(g)	87
Debts written off	TI 201(1)(h)	Na
Loss and damage	TI 201(1)(i)	Na
Support for local business	TI IIII(2), (3a) and (3b)	86
Contracts with value over \$50 000	TI IIII(2), (3a) and (3b)	86
Limited/direct procurement	TI IIII(3)(b)(iv)	86
Contract extensions	TI IIII(3)(b)(v)	Na
Exemptions from Treasurer's Instructions	TI I207(7)	Na
Confidentiality of Government contracts	TI IIII(3)(b)(vii)	Na
Contracts where an exemption from the requirement to disaggregate has been approved	TI IIII(3)(b)(vi)	Na
Grants	TI 709(12)	90
		Addendum – Appendix C
<b>Financial statements</b>		
Head of agency certification	TI 205(1)	Addendum – Appendix A
Financial statements	FMAA s. 27(1)(c), 27(2), 27(3) & 27(6) SSA s. 36(2) TI 201(1)(j) TI206(1), (2) and (3)	Addendum – Appendix A
Audit report	FMAA s. 27(1)(c) TI 201(1)(k) AA s. 19(4)	Addendum – Appendix A
Significant financial performance directives which affected the achievement of operational objectives	TI 201(1)(a) and (1)(b)	69 – 82

# Abbreviations

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



PLGC	Premier's Local Government Council	SSA	<i>State Service Act 2000</i>
PMD	Performance Management and Development	SSMO	State Service Management Office
PPAC	Premier's Physical Activity Council	SSR	<i>State Service Regulations Act 2011</i>
PPB	Properties and Procurement Branch	TCCO	Tasmanian Climate Change Office
PSSRA	<i>Public Sector Superannuation Reform Act 1999</i>	TCF	Tasmanian Community Fund
RAPT	Reasonable Adjustment Policy Template	TEYF	Tasmanian Early Years Foundation
RMS	Risk Management System	TI	Treasurer's Instruction
RSL	Returned Services League	TIS	Tasmanian Institute of Sport
RTI	Right to Information	TNVR	Targeted Negotiated Voluntary Redundancy
RTIA	<i>Right to Information Act 2009</i>	TSS	Tasmanian State Service
S3MP	Strategic State Service Management Program	TTC	The Training Consortium
SAMP	Strategic Asset Management Plan	UNFCCC	United Nations Framework Convention on Climate Change
SAP	Strategic Action Plan	WHS	Work Health and Safety
SerTas	Service Tasmania	WRIP	Workplace Renewal Incentive Program
SES	Senior Executive Service	YNOT	Youth Network of Tasmania
SLR	Sea Level Rise		

# Index

Abbreviations	93	Office of Security & Emergency Management	65
Asset Management	87	Communities, Sport and Recreation	65
Auditor's Report	71 – 72	Local Government Division	66
Carbon Emission Reduction Plan	84	Corporate and Governance Division	66
Compliance Index	91 – 92	Our Finances	69 – 82
Compliance Reports	83	Our Organisational Priorities	9, 38 – 46
Departmental Objectives	7	Our People and Policies	51
Disability Action Plan	84	Our Performance Measurers	47
Election Commitments	90	Our Role	8
Employee Statistics - DPAC	54 – 56	Our Strategic Priorities	13 – 46
Employee Statistics - MPS	57 – 58	Our Values	8
Financial Performance	73	Our Vision	8
Financial Position	81	Our Work Priorities	8, 15 – 37
Financial Statements Certification	70	Our Year in Review	2
Governance	9	Outputs	11, 16 – 46
Government Contributions	90	Performance Management	59
Grants	90	Pricing Policies	86
Grievance Resolution	59	Procurement	86
HR Strategic Plan	58	Protecting Privacy	86
Independent Scrutiny	88	Public Interest Disclosures	85
Integrity	89	Publications	86
Internal Audit	88	Recruitment Policies and Programs	59
Legislation Administered	88	Related Trusts and Boards	87
Ministerial Responsibilities	11	Responsible Ministers	1, 11
Organisational Chart	10	Right to Information	85
Our Contacts	97	Risk and Audit Committee	88
Our Divisions	63	Risk Management	87
Office of the Secretary	64	Secretary's Report	4
Policy Division	64	Superannuation Certificate	62
Tasmanian Climate Change Office	64	WHS Strategies	60
Office of Parliamentary Counsel	64	Websites	86
Office of e Government	65	White Ribbon Program	61
Service Tasmania	65	Workers Compensation	60
TMD	65	Workplace Diversity	59
State Service Management Office	65		



# Our Contacts

**Telephone** (03) 6232 7184 Office of the Secretary

**Facsimile** (03) 6223 5685

**Mailing address** Department of Premier and Cabinet  
GPO Box 123  
HOBART Tasmania 7001

**Email** [secretary@dpac.tas.gov.au](mailto:secretary@dpac.tas.gov.au)

**Website** [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)

Office	Address	Telephone	Facsimile
Cabinet Office and Executive Council Secretariat	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5659 6270 56662054829	6233 2201
Communications and Protocol Unit	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5493	6233 5685
Communities, Sport and Recreation	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7133	6233 5685
Corporate Services	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5482	6233 5685
Government Services	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Local Government Division	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7022	6233 5685
Office of eGovernment	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7722	
Office of Parliamentary Counsel	Level 11, 86 Collins Street Hobart TAS 7000	6233 2223	
Office of Security and Emergency Management	Level 1, 47 Liverpool Street Hobart TAS 7000	6232 7979	
Office of the Secretary	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Policy Division	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7109	
Service Tasmania Unit	Level 7, 144 Macquarie Street Hobart TAS 7000	6165 4292	6233 2412
State Protocol Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5667	
State Service Management Office	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7040	
Tasmanian Climate Change Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7173	
Tasmanian Government Courier	Basement, Franklin Square Hobart TAS 7000 Level 1, 1 Civic Square Launceston TAS 7250	6232 7053 0408 139 057 0417 299 548	6233 5685
Tasmanian Institute of Sport	Silverdome 55 Oakden Road Prospect TAS 7250 Technopark 33-38 Innovation Drive Dowsing Point TAS 7010	6777 2828 6165 6630	6336 2211 6336 2211
The Training Consortium	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7511	
TMD	Level 9, 22 Elizabeth Street Hobart TAS 7000	6166 3111	6233 7222





## **Department of Premier and Cabinet**

GPO Box 123  
Hobart TAS 7001

Call 1300 135 513  
International +61 1300 135 513

[www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)