Department of Premier and Cabinet

Annual Report 2025-26

Tasmanian Government

Past annual reports are available to download from the department's website at www.dpac.tas.gov.au

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Acknowledgement of Aboriginal People and Country

In recognition of the deep history and culture of Tasmania, the Department of Premier and Cabinet acknowledges and pays respect to all Tasmanian Aboriginal people, the past and present custodians of this island. The department acknowledges and pays respect to Tasmanian Aboriginal Elders, past and present.

The department also acknowledges the valued contribution of Aboriginal State Service employees for the knowledge they bring to their work and their role in the achievements and outcomes in this annual report.

Statement of Commitment to Child and Youth Safety

All children and young people have the right to feel and be safe, to be heard in matters that affect them and to be protected from harm.

At the Department of Premier and Cabinet, we are accountable for upholding these rights. We embrace our responsibility to guide and achieve positive change across the Tasmanian State Service. We will work as one to put the rights and wellbeing of children and young people at the centre of what we do. We will build and maintain a workplace that is safe for children and young people. We will listen to the diverse needs of all children and young people, no matter their background, culture, abilities, or identity.

Our promise goes beyond just words. We are committed to making meaningful and ongoing changes to ensure the safety and wellbeing of children and young people. We will employ the right people. We will embed a culture of self-reflection and continuous improvement. Children and young people will influence decisions that affect them. We will listen to them and learn from them. We will have the courage to change what needs to be changed. We will regularly review our policies and structures through a child and youth safety lens. Our people will be equipped with the skills to recognise and respond to signs of harm.

Our culture will be one where everyone takes responsibility, shares information, and speaks up if something doesn’t seem right. Together, we are creating a place where all children and young people are safe from harm. A place where we all protect young people and do what’s right, for a safer Tasmania.

Contents

Acknowledgement of Aboriginal People and Country 3
Statement of Commitment to Child and Youth Safety 4
Contents 5
Submission to the Premier and Ministers 6
Message from the Secretary 8
Key achievements 10
Who we are 14
Our groups 19
Our strategic priorities 30
Our Ministerial responsibilities 32
Our people 33
Our performance measures 47
Premier's Economic and Social Recovery Advisory Council (PESRAC) 55
Our finances 59
Our compliance report 61
Compliance index 71
Abbreviations 73
Index 74
Appendices 76
Contact us 179

Submission to the Premier and Ministers

(as at 30 June 2026)



Hon Jeremy Rockliff MP
Premier



Hon Eric Abetz MP
Minister for Macquarie Point Urban Renewal



Hon Bridget Archer MP
Minister for Ageing
Minister for Aboriginal Affairs



Hon Jo Palmer MLC
Minister for Disability Services
Minister for Women and the Prevention of Family and Sexual Violence



Hon Roger Jaensch MP
Minister for Community and Multicultural Affairs



Hon Gavin Pearce MP
Minister for Veterans' Affairs



Hon Kerry Vincent MLC
Minister for Local Government



Hon Felix Ellis MP
Minister for Innovation, Science and the Digital Economy

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of Premier and Cabinet for the financial year ended 30 June 2026.

Yours sincerely



Kathrine Morgan-Wicks

Secretary

Department of Premier and Cabinet

25 October 2026

Message from the Secretary

I am pleased to present the Department of Premier and Cabinet (DPAC) Annual Report for 2025-26.

Throughout the year, DPAC continued to play a central role in supporting the government's priorities and delivering outcomes for Tasmanians. Working across policy, service delivery, workforce capability and digital transformation, we have remained focused on ensuring government is responsive, effective and equipped to meet current and future challenges.

Collaboration has been fundamental to our work. We have partnered with government agencies, local government, community organisations, industry and the Australian Government to progress reforms and initiatives that support Tasmania's economic, social and community wellbeing. These partnerships have enabled us to address complex issues, strengthen service delivery and build capacity across sectors and communities.

A key theme of the year has been supporting stronger, safer and more inclusive communities. Through new policy frameworks, strategies and partnerships, we have advanced work to support inclusion, participation, wellbeing and resilience. This has included efforts to strengthen outcomes for children and young people, Aboriginal Tasmanians, people with disability, volunteers, carers and diverse communities, while helping ensure Tasmania remains a place where everyone can contribute and thrive.

We have also strengthened Tasmania’s resilience to prepare for and respond to emerging challenges. Through initiatives focused on resilience, recovery and long-term wellbeing, DPAC has contributed to building stronger communities and supporting Tasmania's capacity to respond to future social, economic and environmental pressures.

Supporting a contemporary and capable Tasmanian State Service remained a priority throughout the year. We continued to strengthen workforce capability, progress important employment and workplace reforms, and provide the essential whole-of-government services and infrastructure that enable agencies to deliver for the community every day.

As community expectations evolve, so too must the way government delivers services. During 2025-26, we continued to modernise service delivery and advance digital transformation across government. This work is helping create more accessible, connected and customer-focused services while laying the foundations for future innovation.

DPAC also continued its role as the government's central policy agency, supporting major reform initiatives, strategic decision-making and engagement with national

policy processes. Through this work, we have helped ensure Tasmania's interests are represented and that government is well positioned to respond to opportunities and challenges at both the state and national level.

Our engagement with the community remained an important part of our work. Through public events, official visits and community engagement activities, we continued to showcase Tasmania's strengths, celebrate achievement and strengthen connections between government and the people it serves.

The year also marked an important period of transition following the Premier's announcement of Machinery of Government changes. I acknowledge the professionalism, adaptability and commitment demonstrated by our people as they worked to support these changes while maintaining continuity of services and delivering on key priorities.

None of these accomplishments would have been possible without the dedication and professionalism of our employees. I thank our people for their commitment to our values of respect, excellence, professionalism, customer focus and working together. I also acknowledge our partners across government, local government, industry and the community sector for their ongoing collaboration and support.



Kathrine Morgan-Wicks

Secretary
Department of Premier and Cabinet

Key achievements

Better Services and innovation



Description left to right:

- Handled 1,160,995 Service Tasmania customer enquiries, achieving an 86 per cent average customer satisfaction rating.
- Saw more than 51,000 downloads of the new myServiceTas mobile app after launch.
- Launched the Digital Tasmania 2026-2031 Strategy and Tasmania's first Digital Inclusion Framework.

Stronger communities



Description left to right/row by row:

- Published the Understanding Children and Young Peoples Sexual Behaviours: Tasmania's Harmful Sexual Behaviours Framework.
- Supported 20 International Women's Day events, activities and projects through $40,000 in grants.
- Became the first Australian jurisdiction to achieve Carer Friendly Employer recognition across the TSS.
- Released Tasmania's first volunteering strategy, Valuing Our Volunteers: Tasmania's Volunteering Strategy 2025-2030.
- Released Our Inclusive Island: Tasmania's LGBTIQA+ Strategy 2025-2030.
- Developed and launched a new Aboriginal Employment Strategy and Aboriginal Employment Action Plan.
- Prepared the inaugural Tasmanian Disability Inclusion Plan.
- Led the Tasmanian Government's engagement with the Royal Commission on Antisemitism and Social Cohesion.

Wellbeing and resilience

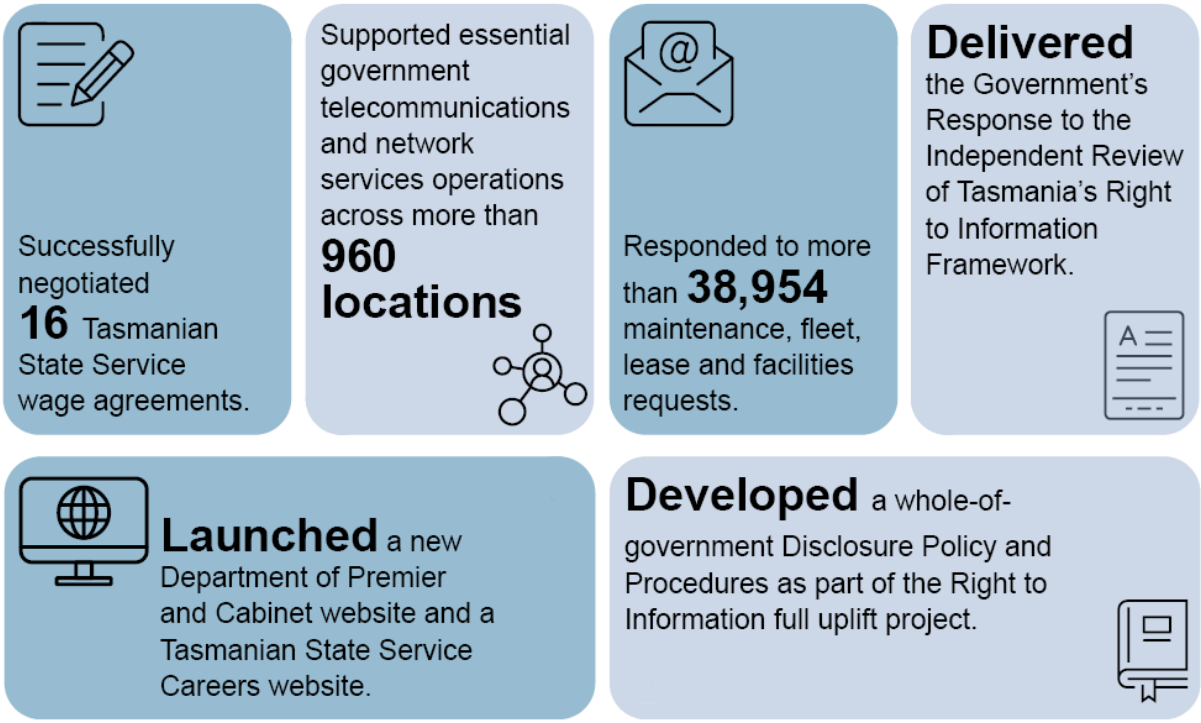


Description left to right/row by row:

- Released Building Food Resilient Communities: Tasmania's Food Resilience Strategy 2025-2031.
- Administered more than $500,000 in emergency food relief funding.
- Released the Tasmanian Disaster Resilience Strategy.
- Supported the delivery of more than $55 million in disaster resilience projects.
- Delivered Tasmania's Wellbeing Framework.

- Delivered more than $100,000 to ex-service and community organisations through the Teddy Sheean VC Memorial Grants Program.

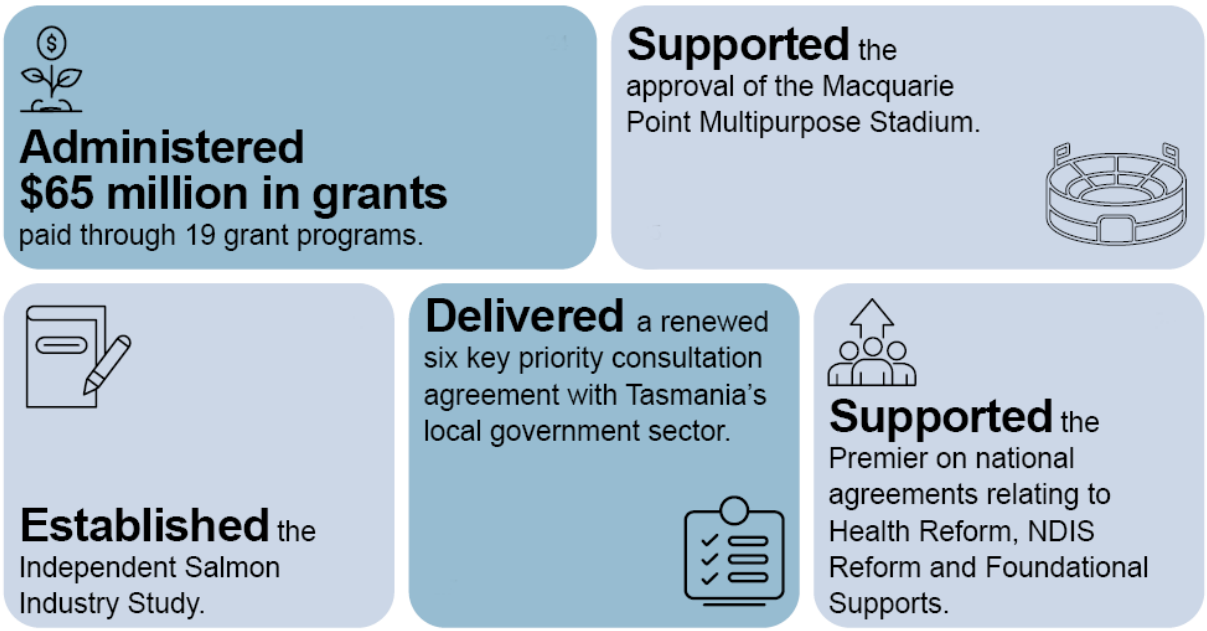
Supporting the Tasmanian State Service



Description left to right/row by row:

- Successfully negotiated 16 Tasmanian State Service wage agreements.
- Supported essential government telecommunications and network services operations across more than 960 locations.
- Responded to more than 38,954 maintenance, fleet, lease and facilities requests.
- Delivered the Government's Response to the Independent Review of Tasmania's Right to Information Framework.
- Launched a new Department of Premier and Cabinet website and a Tasmanian State Service Careers website.
- Developed a whole-of-government Disclosure Policy and Procedures as part of the Right to Information full uplift project.

Reform and leadership



Description left to right/row by row:

- Administered $65 million in grants paid through 19 grant programs.
- Supported the approval of the Macquarie Point Multipurpose Stadium.
- Established the Independent Salmon Industry Study.
- Delivered a renewed six key priority consultation agreement with Tasmania's local government sector.
- Supported the Premier on national agreements relating to Health Reform, NDIS Reform and Foundational Supports.

Events and engagement



Description left to right:

- Delivered and supported eight Official Visits to Tasmania during 2025-26.
- Coordinated the Tasmanian Australian of the Year Awards.
- Delivered the Tasmanian Government exhibition at AgFest, the Royal Hobart Show and the Burnie Show.

Who we are

Our department

The Department of Premier and Cabinet (DPAC) serves as the central agency of the Tasmanian Government, providing leadership and fostering collaboration across government to achieve positive outcomes for the Tasmanian community.

As the strategic core of the State Service, DPAC provides expert policy, reform, workforce leadership, integrated services, and partnerships to support the Premier, Cabinet, and government agencies.

From driving whole-of-government digital transformation and emergency initiatives to strengthening community partnerships and shaping strategic policy, DPAC works across local, state, and national sectors to build a responsive, resilient, and future-focused public service.

For more information about DPAC, visit our website at www.dpac.tas.gov.au

Our commitment

We put the Tasmanian people at the heart of our advice and services.

Our vision

We partner with others to advise on and deliver the government's priorities ensuring the best possible outcomes for the Tasmanian community.

Our values

DPAC has five key values:



Respect: We treat everyone with respect and kindness.

Excellence: We strive for excellence at all times.

Professional: We act with integrity and are accountable and transparent.

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

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

The department has reinforced its values of respect, excellence, professional, customer focus and, working together to foster a positive and supportive work environment through the programs and services we deliver and through the way we behave and support each other.

Our role

We work in partnership with the community, other government agencies, different sectors and interjurisdictional partners to collectively deliver outcomes that reflect shared priorities and public value.

To achieve this, we:

- effectively lead and facilitate whole-of-government solutions
- provide expert advice to government
- design and deliver fit-for-purpose systems, services and regulation
- deliver on community priorities
- build effective and respectful relationships
- deliver great service
- develop effective systems to make our work easier and more efficient.

Governance

The Premier announced a series of machinery of government (MOG) changes in a State of the State Address on 3 March 2026.

The changes include the transformation of the Department of State Growth to establish Building Tasmania, incorporating Homes Tasmania, as well as the creation of Tourism, Creative and Events Tasmania and functions transitioning into DPAC.

In April 2026, the Head of the State Service provided an update to staff outlining the functions that would transfer from the Department of State Growth to DPAC, and those transitioning from DPAC to other agencies.

Formal machinery of government changes commenced in stages from 2 July 2026. This will include the following business areas or programs that transition out of DPAC to:

Department of Health

- Disability Services and Reform
- Office of the Senior Practitioner
- Office of the Disability Commissioner (administration support)
- Ageing

Department of Justice

- Prevention of Family and Sexual Violence
- Office of Local Government

Department of Education, Children and Young People

- Keeping Children Safe Reform Program
- Lifting Literacy Program
- The Frank McDonald Memorial Prize

The following business areas will transition into DPAC

- Economic Development
- Renewables and Future Industries Tasmania
- Office of the Coordinator-General

Purpose and role of the governance committees

The department has a range of governance committees that aim to oversee specific functions to that support the strategic direction of the agency.

Executive Committee

The Executive Committee is responsible for leading the design and delivery of the DPAC's strategic direction and provides oversight of the Department's key responsibilities, risks, policies, strategies and reforms.

Accommodation and Security Steering Committee

The Accommodation and Security Steering Committee provides governance and strategic direction for the department's accommodation and security functions, overseeing workplace planning, property portfolio optimisation, security enhancements, compliance obligations and emerging accommodation and security risks.

People, Culture and Wellbeing Committee

The People, Culture and Wellbeing Committee responsible for strategic human resources, culture and workforce matters across the department.

It is responsible for ensuring there is timely, proactive and consolidated consideration on matters relating to diversity and inclusion, culture, safety and wellbeing, workforce planning and professional development within the various legislative frameworks.

Procurement Review Committee

The Procurement Review Committee is responsible for procurement governance, providing assurance to the Accountable Authority and relevant delegate that fair and equitable procurement processes have been followed and the principles and mandatory policies outlined in the Treasurer's Instructions (TIs) and relevant departmental policies have been adhered to.

Risk and Audit Committee

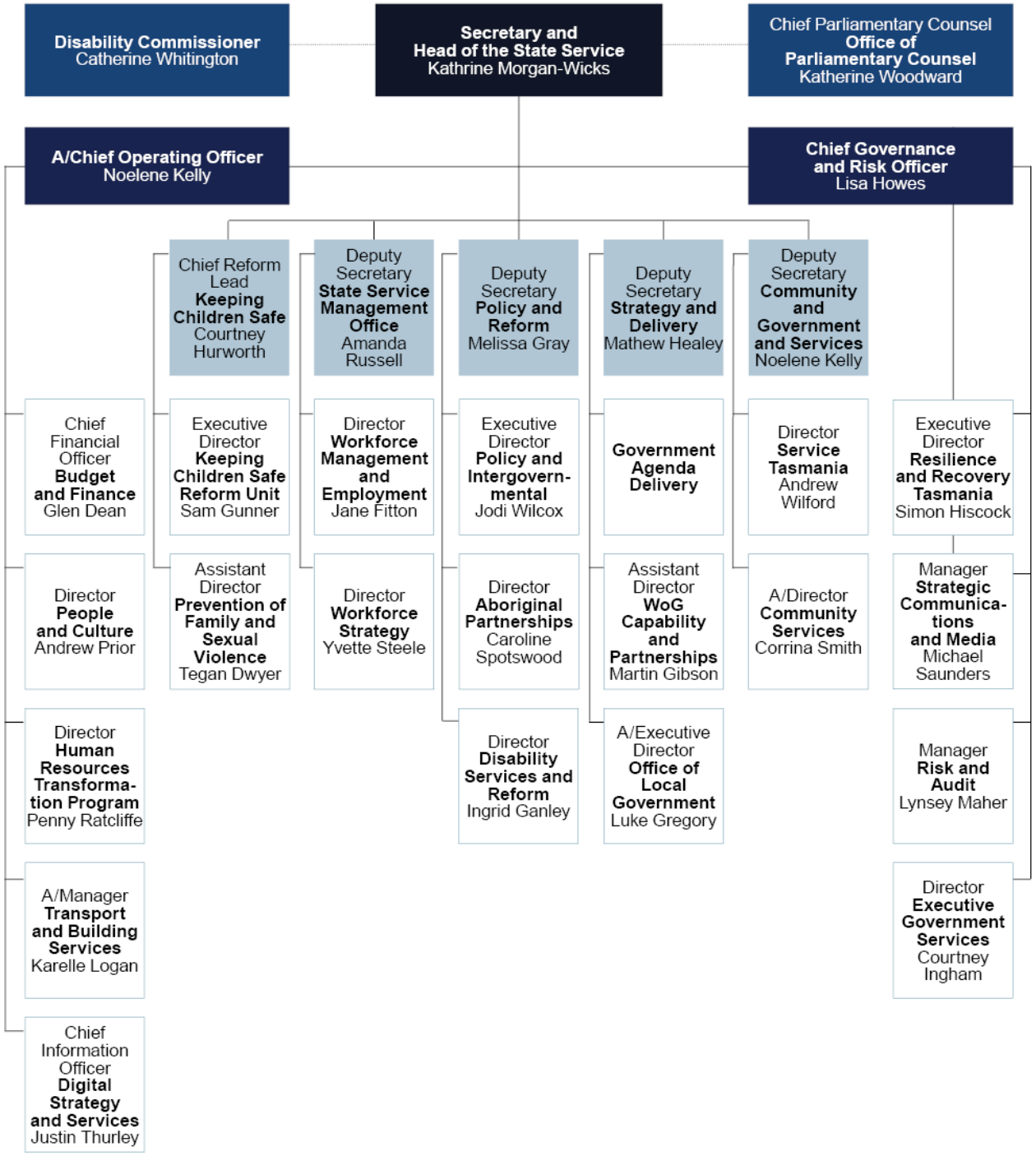
The risk and Audit Committee performs a statutory function that operates in accordance with Section 51 of the *Financial Management Act 2016*. It provides independent assurance and advice to the Secretary on the adequacy and effectiveness of risk management, internal and external audit activities, financial reporting processes, and corporate governance arrangements.

Establishment and Budget Sub-Committee

The Establishment and Budget Sub-Committee is responsible for overseeing and approving workforce decisions to ensure they align with DPAC's strategic priorities, budget controls, and workforce planning objectives.

Organisational chart

(as at 30 June 2026)



Supporting: Premier of Tasmania, Minister for Aboriginal Affairs, Minister for Ageing, Minister for Children and Youth, Minister for Community and Multicultural Affairs, Minister for Disability Services, Minister for Innovation, Science, and the Digital Economy, Minister for Local Government, Minister for Macquarie Point Urban Renewal, Minister for Veterans' Affairs, Minister for Women and the Prevention of Family Violence and Sexual Violence.

Our groups

Community and Government Services

The Community and Government Services group consists of three outputs – Community Services, Digital Strategy and Services and Service Tasmania.

Community Services

The Community Services portfolio supports capacity building of the Tasmanian community through oversight of programs and services, provision of policy advice to government, and the administration of a diverse range of grant programs.

Priority focus areas include:

- Sector engagement and supporting community service organisations
- Carers (including informal kinship carers)
- Financial counselling services
- Food insecure Tasmanians
- Gambling harm minimisation
- LGBTIQA+ Tasmanians
- Mens Sheds
- Multicultural Tasmanians
- Neighbourhood Houses
- Older Tasmanians
- Personal and family support
- Volunteers.

This portfolio also supports the Tasmanian Community Fund.

Digital Strategy and Services

Digital Strategy and Services (DSS) provides advice and support on the Tasmanian Government's data and digital agenda.

DSS partners with government agencies to:

- Lead the coordination of government data and digital priorities.
- Deliver whole-of-government digital, information and communication technology (ICT) services for the Tasmanian Government – managing and streamlining core infrastructure, platforms, and contracts to achieve efficiency, scalability, and value for money.
- Oversee ICT, information management, and cyber policy and frameworks to ensure compliance and consistency.

- Lead cyber emergency response and advise government on cyber risks and coordination.

DSS also deliver the internal ICT, data and cyber security services for DPAC, including support for Ministerial and Parliamentary Services.

Service Tasmania

Service Tasmania makes it easier for Tasmanians to do everyday business with government.

Service Tasmania provides approximately 500 services, along with support and advice:

- in person at Service Tasmania's 27 service centres
- via phone through the Government Contact Centre
- online through www.service.tas.gov.au and the myServiceTas app.

Service Tasmania delivers Tasmanian Government card and concessions programs, including Seniors, Companion, and Personal Information Cards, the Concessions and Discounts Guide, Veteran Wellbeing Voucher Program, Heating Allowance, and the Embedded Network Electricity Concession.

The unit also provide grant administration services for all grants facilitated by DPAC.

Service Tasmania continues to expand the ways in which Tasmanians can access services, evolving with changing needs and expectations.

Governance and Risk

The Governance and Risk group enables a wholistic view of our governance arrangements and strengthens the department's approach to risk management and accountability.

Reporting to the Chief Governance and Risk Officer, the group includes:

- Executive and Government Services
- Resilience and Recovery Tasmania
- Risk and Audit
- Strategic Communications and Media

Executive Government Services

The Executive Services unit provides expert governance, policy, and administrative support to the Tasmanian Government across a range of key functions. This includes advising on machinery of government matters, government administration, and whole-of-government policy development. The unit manages right-to-information processes, routine disclosure arrangements, personal information requests, and public interest disclosures, while also overseeing declarations of interest and conflict of interest management frameworks. In addition, Executive Services administers appointments to senior statutory positions and authorities, provides policy advice on the Tasmanian Government Board framework and fees, coordinates legal services, and supports the effective application of the Caretaker Conventions.

Cabinet and Executive Council Office

The Cabinet and Executive Council Office supports the Premier, Cabinet, and Executive Council in their decision-making and formal processes. The office coordinates the flow of information and advice between government departments and Cabinet, manages Cabinet meetings and records, and ensures Cabinet decisions are communicated effectively.

The office also supports the Executive Council, the formal body through which decisions requiring the Governor's approval are made, by preparing documentation, coordinating meetings, and providing advice on constitutional and procedural matters.

Protocol and Events

The Protocol and Events unit plays a key role in promoting and representing Tasmania through the delivery of official visits, state ceremonial functions, recognition programs and major public events.

The unit is responsible for the delivery and administration of a range of:

- Public Service Medal nominations and recognition processes
- Premier's Long Service Recognition Awards
- Order of Australia and Bravery Decorations
- State funerals and memorial services
- Flag protocols and official congratulatory messages
- Advice on and application of the Order of Precedence
- Tasmania's participation in the Australian of the Year Awards program
- Regional and community engagement and celebrations.

Resilience and Recovery Tasmania

The Resilience and Recovery Tasmania unit:

- delivers strategic, whole-of-government initiatives that hep the Tasmanian community before, during and after natural disasters and security incidents
- coordinates disaster recovery support and disaster risk reduction, including through intergovernmental funding arrangements
- is the custodian of TasALERT, the Tasmanian Government's official source of emergency information and warnings
- manages Tasmania's Protective Security Policy Framework to uplift Tasmanian Government security and supports Tasmania's involvement in national security activities.

Risk and Audit

The Risk and Audit unit delivers internal audit, enterprise risk management, and work health and safety functions. The unit also performs the role of Agency Security Advisor, providing oversight of protective security arrangements in line with the Tasmanian Protective Security Policy Framework.

Strategic Communications and Media

The Strategic Communications and Media unit provides specialist communications, media, marketing and graphic design advice and services to a range of stakeholders including DPAC business units, Tasmanian Government agencies, the Government Media Office, the Tasmanian community.

The unit provides whole-of-government advice about the Tasmanian Government brand and manages the Tasmanian Government Corporate Brand Identity and Communications Policy and the communications website www.tas.gov.au/communications

The unit also manages the Marketing and Communications Services Panel and the whole-of-government Media Monitoring contract.

Keeping Children Safe Coordination Taskforce

The taskforce coordinates the Tasmanian Government's implementation of the recommendations from the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings, as well as related reviews.

Child and Youth Wellbeing

The Child and Youth Wellbeing team oversees programs that respond to the needs of children, young people and families. This includes early years support, parenting programs, activities that bring communities together, and services designed around the needs of local communities.

Child and Youth Wellbeing oversee It Takes a Village: Tasmania's long-term strategy to improve the wellbeing of children and young people from pregnancy to 25 years, with a strong focus on the first 1,000 days of a child's life.

Women's Policy

The Women's Policy team leads the Tasmanian Government's policy agenda on gender equality and oversees the implementation of Equal Means Equal: Tasmanian Women's Strategy 2022–2027.

Portfolio priorities include:

- supporting the Tasmanian Women's Council in its role as the government's advisory body on issues affecting women and girls
- recognising and celebrating the achievements of women and girls, including through administering the annual International Women's Day Small Grants Program
- increasing women's representation in leadership positions through initiatives such as the Tasmanian Women's Leadership Scholarships Grants Program
- encouraging greater participation of women on Tasmanian Government boards and committees through the Tasmanian Women's Register and Tasmanian Women's Register Certification Program
- providing whole-of-government policy advice on issues affecting women, gender equality and women's representation.

Office of Parliamentary Counsel

The Office of Parliamentary Counsel provides a legislative drafting service for new legislation and amendments to existing legislation as required by the governments' legislative program. It also:

- prepares advice to government on legislative matters
- drafts parliamentary amendments for members of both Houses of Parliament
- maintains the electronic database and website of Tasmanian legislation.

Office of the Secretary

Human Resources Transformation Program – PeopleCentral

The Human Resources Transformation Program (HRTP) continues to deliver a major workforce modernisation initiative through the implementation of PeopleCentral. Once fully deployed, PeopleCentral will replace more than 40 legacy systems and manual processes with a single, integrated platform that supports a more consistent and connected human resources approach across government.

The HRTP will deliver greater visibility of the government workforce, reduce administrative burden and help deliver better outcomes for employees, agencies and the Tasmanian community.

People and Culture

People and Culture provides high level strategic and specialist advice to departmental senior management and the Chief of Staff to the Premier.

People and Culture manages and delivers workplace relations, policy advice and recruitment/payroll services to the department, Government House, Ministerial and Parliamentary Services and other organisations as required.

The unit provides authoritative industrial relations advice to senior managers, the Head of Agency and Chief of Staff to the Premier.

Transport and Building Services

Transport and Building Services provides accommodation, property, facilities, security, procurement, contract and management, and fleet and ministerial transport services.

The unit manages Ministerial, Parliamentary and Service Tasmania accommodation, oversees lease and asset management activities, coordinates building compliance, maintenance and capital works programs, and provides procurement and contract

management support to departmental business units. The unit and department manages fleet operations, concierge services and the Tasmanian Government Courier Service.

Ministerial Transport Services delivers secure and professional transport services to the Premier, Ministers and approved clients.

Policy and Reform

Aboriginal Partnerships

As a signatory to the National Agreement on Closing the Gap, the Tasmanian Government is committed to reforms to advance Aboriginal self-determination. Aboriginal Partnerships works with Tasmania's Coalition of Peaks partner, Aboriginal Community Controlled Organisations, and Aboriginal people to support the implementation of the National Agreement on Closing the Gap in Tasmania.

Tasmania commenced implementation of Tasmania's Plan for Closing the Gap 2025–2028, which outlines actions to strengthen partnerships, share decision-making with Aboriginal people and transform government. These actions aim to ensure that policies, programs, and services affecting Aboriginal people are designed, delivered, monitored, evaluated and led by Aboriginal people.

Implementation of the Closing the Gap Plan has included scoping work for a Truth-telling and Truth-listening process for Tasmania. The Implementation Plan contains actions to address priorities of importance for Tasmanian Aboriginal people, such as close collaboration with and being led by the Cape Barren Island Aboriginal Association and Island Community on the delivery of housing and municipal and essential services on Truwana/Cape Barren Island.

Disability Services and Reform

Disability Services and Reform promotes, monitors and leads strategic policy and regulation of the disability sector, through the *Disability Rights, Inclusion and Safeguarding Act 2024.*

The unit supports reforms including the response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, outcomes of the National Disability Insurance Scheme (NDIS) review, including the design and implementation of new foundational supports under the Thriving Kids initiative, and Australia's Disability Strategy.

The department provides ongoing collaboration, engagement and advocacy support for people with disability including the delivery of funding through the NDIS, via the NDIS bilateral agreement.

Policy and Intergovernmental

The Policy and Intergovernmental unit supports the Premier's participation in National Cabinet and the Council for the Australian Federation on shared national priorities, policy advise to support the Premier and Cabinet as decision makers, and the Secretary and Deputy Secretary's participation at related officials level forums.

The unit also provides secretariat support to a range of advisory groups including:

- Premier's Youth Advisory Council
- Premier's Health and Wellbeing Advisory Council
- Premier's Mental Health and Suicide Prevention Advisory Council
- Defence Advisory Working Group

Veterans

While responsibility for veterans' affairs primarily rests with the Australian Government, the Tasmanian Government plays an important role in supporting veterans and their families. The Veterans portfolio focuses on developing and delivering policies, strategies, and programs that promote health, wellbeing, and social inclusion.

Following the release of the Royal Commission into Defence and Veteran Suicide final report, the Tasmanian Government continues to support the Veterans' community through the Veterans' Wellbeing voucher program, Tasmanian Veterans' Employment Strategy and continuing consultation through the Veteran's Reference Group.

Strategy and Delivery

The Premier's Implementation and Delivery group plays a central role in supporting the government's strategic priorities through coordination, oversight and delivery of key initiatives. Working across government and in partnership with the local government sector, the group strengthens implementation capability, supports policy and regulatory reform, and promotes effective governance to deliver outcomes for the Tasmanian community.

The Premier's Implementation and Delivery group comprises:

- Government Agenda Delivery
- Office of Local Government
- Whole-of-Government Capability and Partnerships.

Government Agenda Delivery

The Government Agenda Delivery unit supports the Premier, Ministers and State Service agencies to respond to emerging priorities and deliver the government's strategic objectives. The unit provides coordination, oversight and advice on priority initiatives, particularly complex and high-profile programs that require collaboration across agencies and stakeholders. This includes supporting the planning, governance and implementation of major reforms, infrastructure projects, independent reviews and new service delivery models. The unit monitors the delivery of key government commitments and helps ensure priority initiatives are effectively implemented and aligned with government objectives.

This includes opportunities to drive innovation, improve public services, and support economic growth across the state by harnessing AI technologies, to enhance decision-making, increase productivity, and deliver more responsive services.

Through a coordinated whole-of-government program of work, including an updated AI Roadmap, a new responsible AI policy, and the AI Accelerator initiative, the unit is establishing governance, capability, and oversight framework required to support high-value AI adoption while maintaining public trust, accountability, and appropriate safeguards.

Office of Local Government

The Office of Local Government provides high-quality advice and services to the Tasmanian Government, the local government sector and the public to ensure that councils are well-governed, responsive, sustainable, and acting in the best interest of their communities.

The office is structured into two units, a regulatory, performance and education unit and a policy and engagement unit.

Whole-of-Government Capability and Partnerships

The Whole-of-Government Capability and Partnerships unit leads priority whole-of-government initiatives that strengthen capability, improve coordination and support the delivery of government priorities. Working collaboratively across agencies, the unit develops and implements strategic reforms, frameworks and initiatives that improve the effectiveness and performance of the State Service. This includes initiatives focused on productivity and efficiency, workforce and organisational capability, service delivery improvement, and long-term social and community outcomes.

State Service Management Office

The State Service Management Office (SSMO) supports the Premier, as the Minister administering the *State Service Act 2000,* and the Head of the State Service to undertake the employer functions, powers and responsibilities, to ensure the Tasmanian State Service (TSS) is purpose-driven, contemporary, continues to build capability and is fit for purpose for Tasmania today and into the future.

SSMO acts as the employer representative for all workplace management and employment matters, provides expert advice, guidance and policy on all such matters including Employment Directions, Awards and Agreements.

As part of its core responsibilities SSMO manages, monitors and reports on key workforce matters under the Act. This includes overseeing inclusive employment policy and programs, developing sustainable industrial frameworks and reward structures. SSMO coordinates whole-of-government recruitment programs, maintains governance and regulatory employment frameworks, responds to oversight reports, supports the Senior Executive Service as a leadership resource, and promotes workforce development, wellbeing and safety across the TSS.

SSMO consists of two units that provide policy and services in functional groups as well as working together to support and deliver key TSS Review reforms and Commission of Inquiry recommendations across the Group and TSS.

Workforce Management and Employment

Workforce Management and Employment is responsible for:

- Leading the design and oversight of legislative and employment frameworks for the TSS, including governance arrangements for the employers.
- Development of sustainable and flexible industrial instruments.
- Leading stakeholder engagement with our public sector unions to work together to promote a contemporary and capable workforce by fostering constructive dialogue, driving progressive employment practices, and ensuring fair and timely resolution of disputes through mutual respect and shared commitment.
- Providing strategic workforce management and employment-related advice, including for the Senior Executive Service.
- Leading centralised investigations – the Shared Capability and Centralised Investigations unit is building capability across the TSS in relation to investigative practices, in particular, child centred and trauma informed practices, with an initial focus on matters related to the Ashley Youth Detention Centre.

Workforce Strategy

Workforce Strategy is responsible for:

- Leading strategic workforce and cultural reform initiatives to support government priorities and implement recommendations arising from the Woolcott Review and other relevant reviews.
- Providing whole-of-government workforce analysis, reporting, planning and strategic advice.
- Leading whole-of-government workforce planning frameworks, guidance and capability development.
- Developing and coordinating delivery of workforce capability, management and leadership programs.
- Delivering of whole-of government professional development programs through the Tasmanian Training Consortium.
- Managing TSS youth employment programs, including the Tasmanian State Service Graduate Development Program (TasGRAD) and TSS School-Based Trainee Program.
- Leading development and implementation of employment policy and workforce reform initiatives that support workforce renewal, attrition, retention and employee experience.
- Leading inclusion, diversity and reform initiatives to strengthen public sector capability and organisational performance.
- Implementing the Aboriginal Employment Strategy and Action Plan to improve Aboriginal employment outcomes across the TSS.

Our strategic priorities

Strategic Plan

During 2025-26, the department continued to be guided by the final year of the DPAC Strategic Plan 2023-26, which aims to:

- support the government to achieve the best possible outcomes for the Tasmanian community
- fulfil our vision of being a highly valued partner that puts the best interests of Tasmania at the heart of everything we do.

The strategic plan captures our department's shared objectives, purpose, our vision, ways of working, and the values that guide us. The plan also recognises the changing environment in which DPAC, and the wider State Service must adapt and respond.

During 2025-26, DPAC continued to build upon the following priorities:

- ensure DPAC is an excellent place to work
- lead the Premier's priorities
- lead digital transformation in government and the community, and
- maintain a contemporary State Service.

Strategic Plan 2023–26

Our vision

We partner with others to advise on and deliver the government's priorities ensuring the **best possible outcomes** for the Tasmanian community.

Our department

- Effectively leads and facilitates whole-of-government solutions
- Provides valued advice to government
- Designs and delivers fit-for-purpose systems, services and regulation, and
- Delivers on community priorities.

Our people and workplaces

- Are empowered and supported to be innovative and curious
- Build effective and respectful partnerships
- Deliver great service, and
- Develop effective systems to make our work easier.

Our values

Our values underpin everything we do:

- Respect, Excellence, Professional, Customer Focus, and Working Together.

Our planning matrix

At DPAC, we contribute to a broad range of functions that help shape outcomes across government. While our individual responsibilities may be different, we are all working towards the same goal: serving the Tasmanian community and creating lasting value for Tasmania. Each person's contribution matters, and together we play a vital role in delivering our shared vision.

Tasmanian State Service Reform

DPAC continues to support reforms to the TSS in collaboration with agencies, the Secretaries Board and its subcommittees. DPAC is prioritising the ongoing implementation of recommendations from the Commission of Inquiry into the Tasmanian Government's Responses the Child Sexual Abuse in Institutional Settings and the Tasmanian State Service Reform.

Key reforms include changes to Employment Directions, including reviewing Employment Directions from the Woolcott Report, Code of Conduct investigations, strengthening the accountability of Heads of Agency, cultural reform, and whole-of-service human resource management.

State Service reform agenda work has centred on workforce capability, productivity improvement, organisational redesign, digital transformation and financial sustainability.

These reforms will strengthen the efficiency and effectiveness of, and improve public trust in, the State Service, leading to improved outcomes for the government and Tasmanian community.

Our Ministerial responsibilities

On 30 June 2026, the ministerial and output group structure in which the department's budget operated under was as follows:

Output group/Output	Responsible Minister	Responsible department Group
1. Policy, Reform and Government Priorities		
1.1 Strategic Policy and Government Priorities	Premier	Department of Premier and Cabinet. Policy and Reform, Premier's Implementation and Delivery, Governance and Risk
1.2 Child and Youth Wellbeing	Premier	Keeping Children Safe Reform
1.3 Security and Emergency Management	Premier	Governance and Risk
1.4 Women and Prevention of Family Violence	Minister for Women and the Prevention of Family and Sexual Violence	Policy and Reform, Keeping Children Safe Reform
1.5 Veterans' Affairs	Minister for Veterans' Affairs	Policy and Reform
1.6 Aboriginal Affairs	Minister for Aboriginal Affairs	Policy and Reform
1.7 Disability Services	Minister for Disability Services	Policy and Reform
1.8 National Disability Insurance Scheme	Minister for Disability Services	Office of the Disability Commissioner
1.9 Local Government	Minister for Local Government	Premier's Implementation and Delivery
2. Government Processes and Services		
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Governance and Risk
2.2 Principal and Subordinate Legislation	Premier	Office of Parliamentary Counsel
2.3 State Service Employment and Management	Premier	State Service Management Office
3. Community and Government Service Delivery		
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy, and Service Delivery	Minister for Innovation, Science and the Digital Economy	Community and Government Services
3.2 Management and Ongoing Development of Service Tasmania	Premier	Community and Government Services
3.3 Community Services	Minister for Community and Multicultural Affairs Minister for Ageing	Community and Government Services

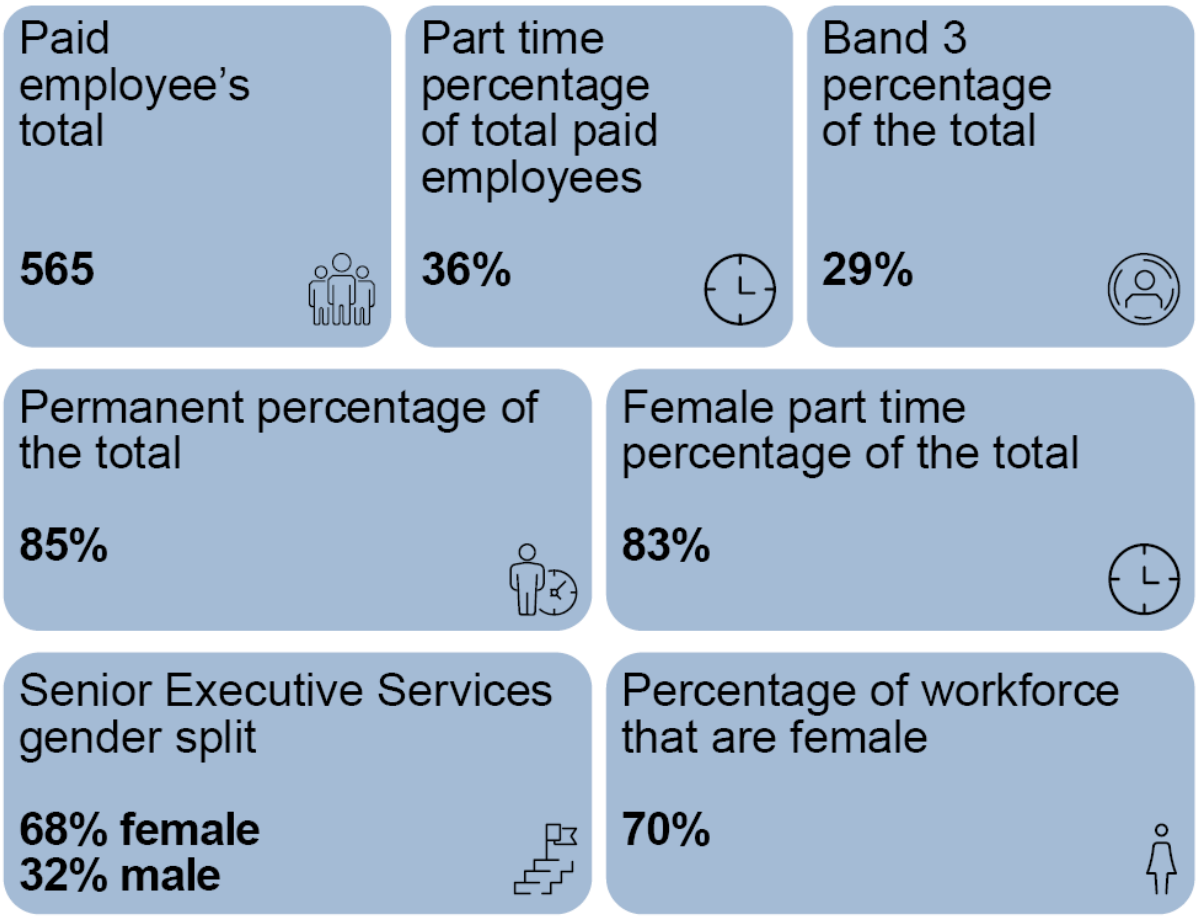
Our people

Our people are our top priority, and we have a range of policies that support the health and wellbeing of our employees.

We provide opportunities for growth and promoting our values to build an empowered workforce in an environment of continuous improvement.

DPAC is committed to creating a positive work culture, where belonging and respect are central, and every individual is valued. We celebrate diversity and inclusivity, forging a cohesive and harmonious team to support and serve the Tasmanian Government and local community.

An overview of our workforce



Description left to right/row by row: Paid employee's total: 565; Part time percentage of total paid employees: 32 per cent, Band 3 percentage of the total: 29 per cent; Permanent percentage of the total: 85 per cent; Female part time percentage of the total: 83 per cent; Senior Executive Service gender split: 68 per cent female; 32 per cent male, Percentage of workforce that are female: 70 per cent.

Staffing information for DPAC

Paid headcount and paid full-time equivalent

As at 30 June 2026, DPAC had 565 paid employees: 506.4 paid full-time equivalents (FTEs), including TSS employees but excluding employees on unpaid leave.

Table 1.1 Paid headcount and paid FTEs by group as at 30 June 2026

	FTE				Headcount			
Group	**Female**	**Male**	**Undis-closed**	**Total**	**Female**	**Male**	**Undis-closed**	**Total**
Community and Government Services	124.5	45.8		170.3	157	49		206
Governance and Risk	49.5	10.8	1.7	62.0	54	11	2	67
Office of Parliamentary Counsel	7.6	1.5		9.1	8	2		10
Office of the Secretary	86.5	63.0		149.5	93	65		158
Policy and Reform	30.6	18.2		48.8	34	19		53
Premier's Implementation and Delivery	5.9	8.8	0.8	15.5	6	9	1	16
State Service Management Office	19.3	9.9		29.2	21	10		31
Keeping Children Safe Reform Unit	15.3	1.9		17.2	16	2		18
Office of Disability Commissioner	3.4	1.0	0.4	4.8	4	1	1	6
Totals	**342.6**	**160.9**	**2.9**	**506.4**	**393**	**168**	**4**	**565**

Paid headcount and FTE change

DPAC's paid headcount decreased by 61 employees, from 626 as at 30 June 2025 to 565 at 30 June 2026. Paid FTE decreased by 54.4 from 560.8 to 506.4 during the same period.

These reductions have largely come through natural attrition and reflect the budget sustainability measures that have been implemented over the past 12 months.

Staff movements – DPAC

Table 1.2 Staff movements – DPAC 2025-26

	Female	Male	Un-disclosed	Total
Commencements				
Permanent	16	5		21
Fixed Term (including casuals)	21	17		38
Senior Executive Service (SES)	1	2		3
Total commencements	**38**	**24**		**62**
Separations				
Resignations, retirements, and contract expiries	49	30		79
Transfer to other agencies	29	11		40
Workforce renewal incentive payments	8	3		11
Targeted, Negotiated Voluntary Redundancies	1	2		3
All SES separations	1	4		5
Other	1	1		2
Total separations	**89**	**51**		**140**

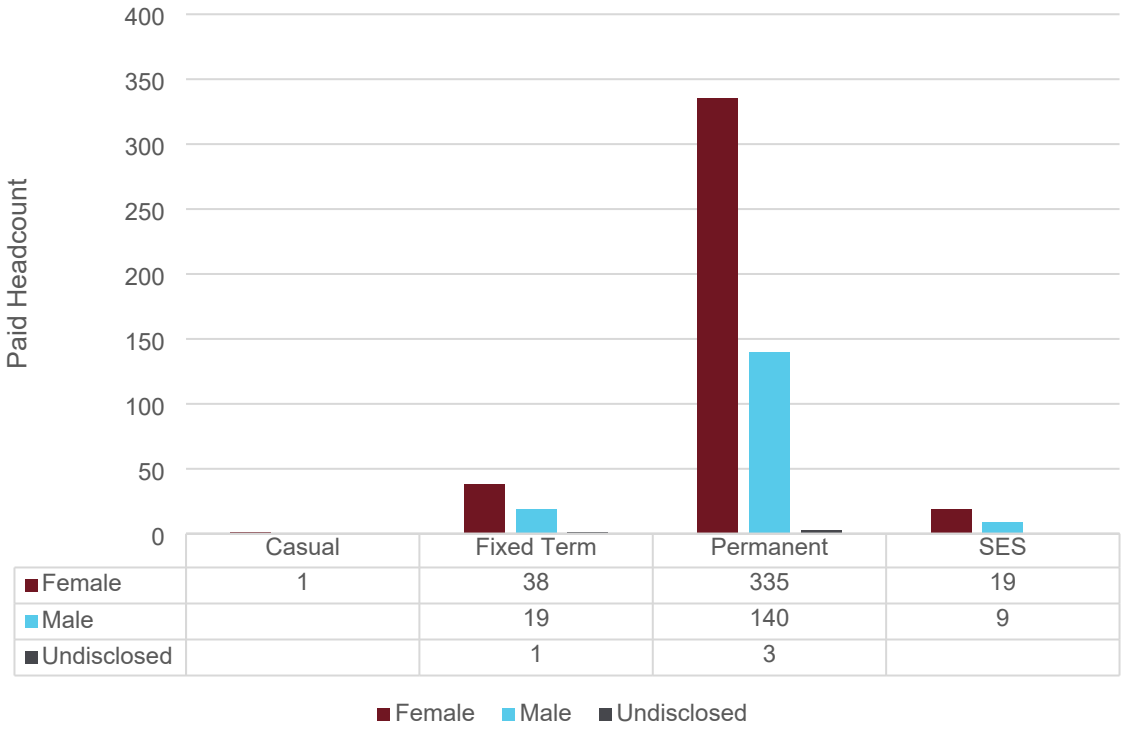
Employee statistics – DPAC

Gender by employment type

The majority (85 percent) of DPAC employees as at 30 June 2026 were permanent. This has increased slightly from 80 per cent at 30 June 2025.

The gender profile of the Senior Executive Service (SES) in DPAC was 68 per cent female, and 32 per cent male.

Chart 1.1 – Gender by employment type by paid headcount, 30 June 2026



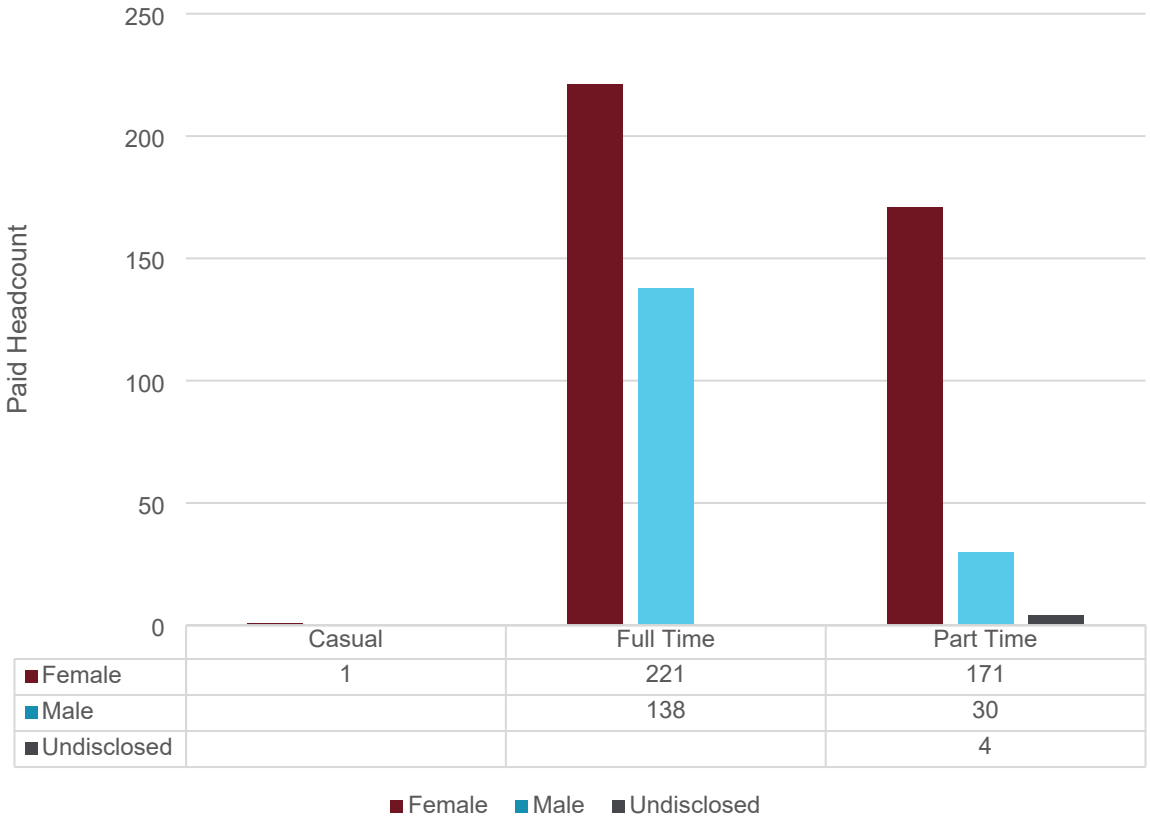
	Casual	Fixed Term	Permanent	SES
Female	1	38	335	19
Male		19	140	9
Undisclosed		1	3	

Gender by working arrangements

The majority of DPAC employees as at 30 June 2026 were female (70 per cent), with numbers remaining relatively consistent over the past few years.

Part-time employment has remained relatively stable at 36 per cent in the year ending 30 June 2026. The majority (83 per cent) of these employees were female.

Chart 1.2 – Gender by working arrangements by paid headcount, 30 June 2026



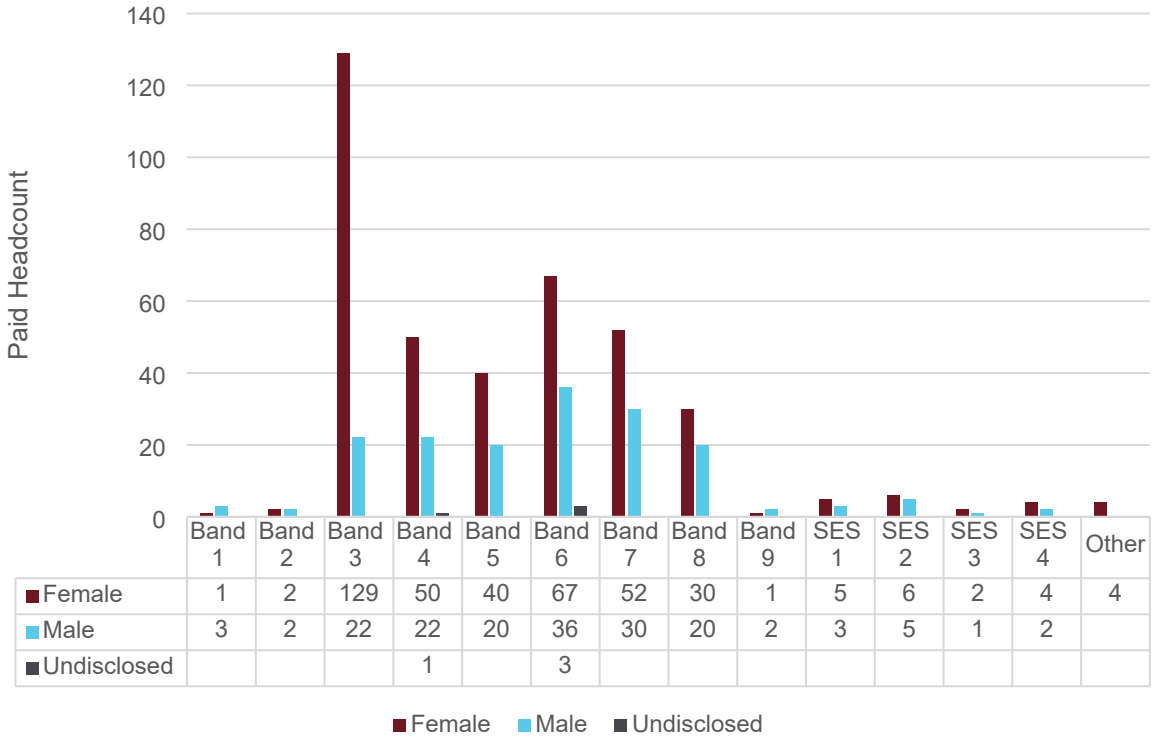
	Casual	Full Time	Part Time
Female	1	221	171
Male		138	30
Undisclosed			4

Gender by salary classification

The largest group of employees within the department are classified at Band 3 (29 per cent). This is mainly due to the number of Band 3 customer service roles within Service Tasmania (81 per cent of all Band 3 positions). Females occupy most Band 3 roles (85 per cent) within the agency.

The average full-time salary for females was $115,372, compared to $123,010 for males at 30 June 2026.

Chart 1.3 – Gender by salary classification by paid headcount, 30 June 2026

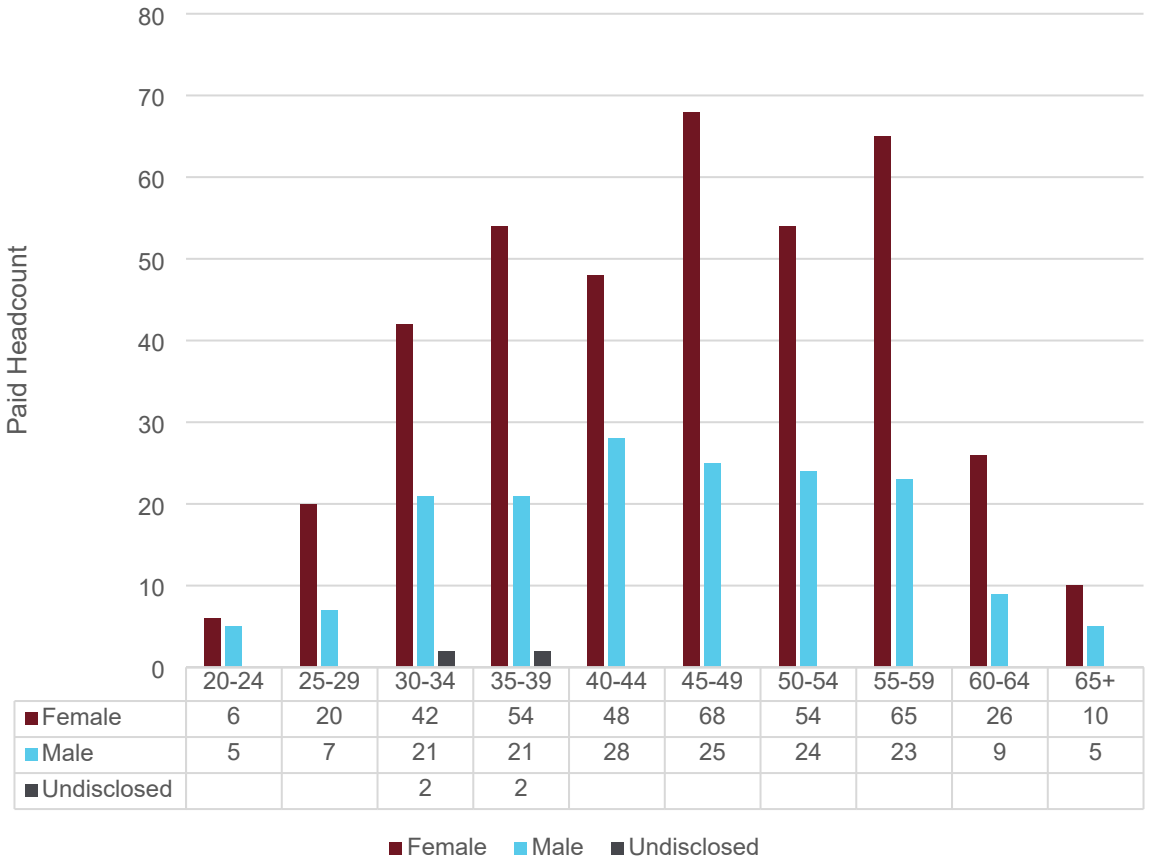


	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	SES 1	SES 2	SES 3	SES 4	Other
Female	1	2	129	50	40	67	52	30	1	5	6	2	4	4
Male	3	2	22	22	20	36	30	20	2	3	5	1	2	
Undisclosed				1		3								

Gender by age

The predominant age group for both females and males was 45-49, with 17 per cent of employees falling within this age range. Overall, 73 per cent of all employees were within the 35-59 age profile, which has remained relatively stable since 30 June 2025.

Chart 1.4 – Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2026



	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Female	6	20	42	54	48	68	54	65	26	10
Male	5	7	21	21	28	25	24	23	9	5
Undisclosed			2	2						

Staffing information for Ministerial and Parliamentary Services (MPS)

Staff movements – MPS

Table 1.3 Staff movements – MPS 2025-26

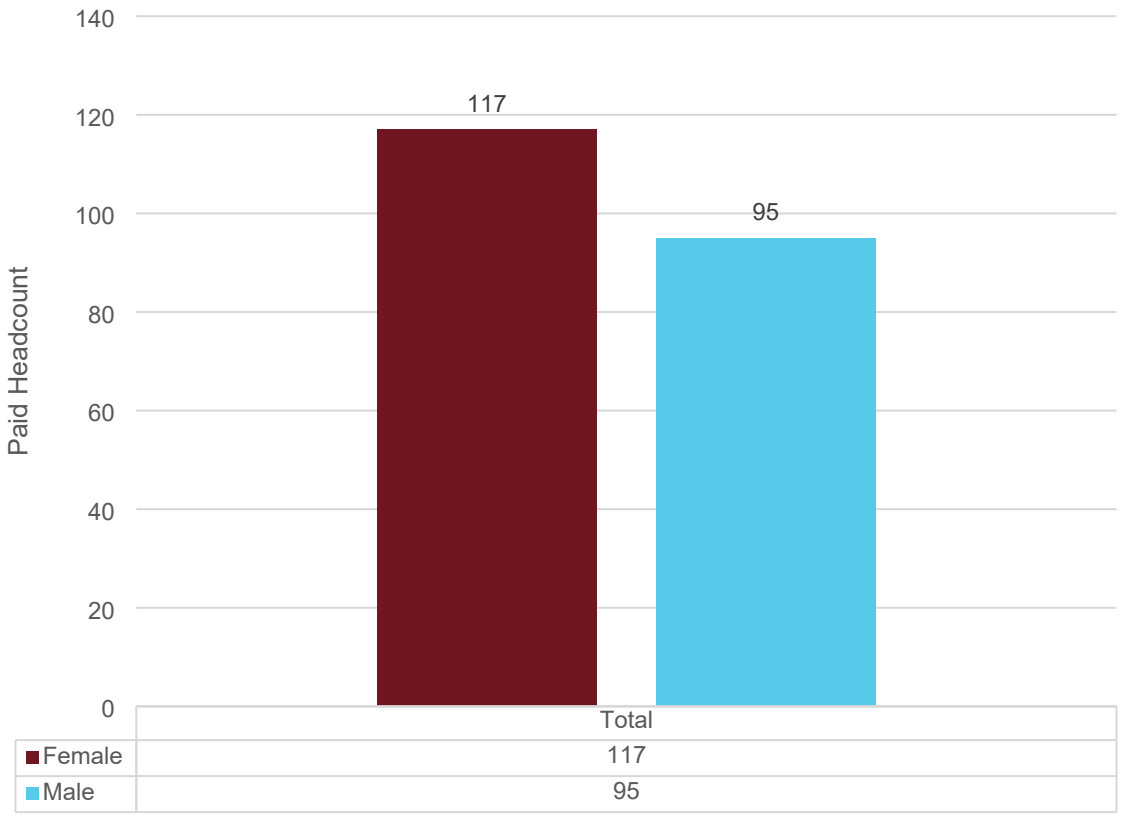
	Female	Male	Undisclosed	Total
Commencements				
Crown prerogative appointments	47	30		77
Fixed Term (including casuals)		5		5
Secondment arrangements	9	6		15
Total commencements	**56**	**41**		**97**
Separations				
Resignations, retirements, and contract expiries	39	40	1	80
Targeted, Negotiated Voluntary Redundancies		1		1
Transfers to State Service agencies	8	4		12
Total separations	**47**	**45**	**1**	**93**

Employee statistics – MPS

Gender by employment type

The majority (80 per cent) of MPS staff are Crown Prerogative appointees (non-state servants). The remaining staff (20 percent), includes ministerial drivers who are all Tasmanian State Servants and staff on temporary appointment to MPS from TSS. Females represent 55 per cent of all MPS staff.

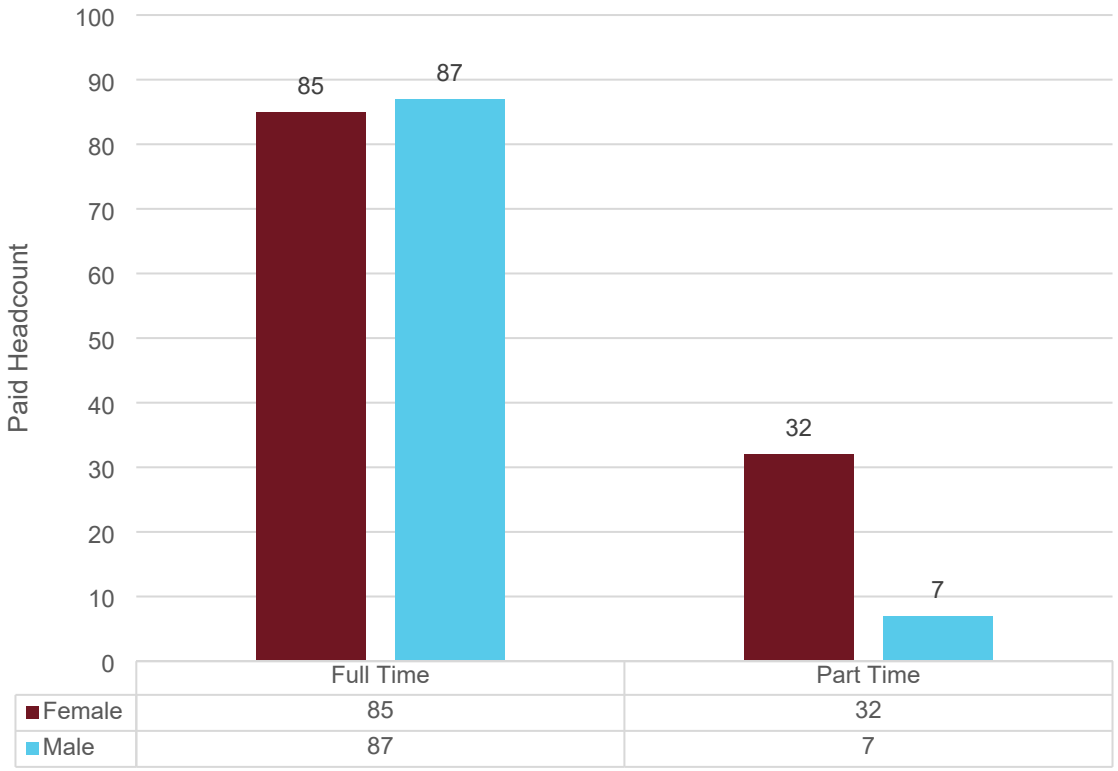
Chart 1.5: Gender by employment type by paid headcount, 30 June 2026



Gender by working arrangements

18 per cent of the total MPS workforce are part-time at 30 June 2026. This is an increase from 16 per cent at 30 June 2025.

Chart 1.6: Gender by working arrangements by paid headcount, 30 June 2026

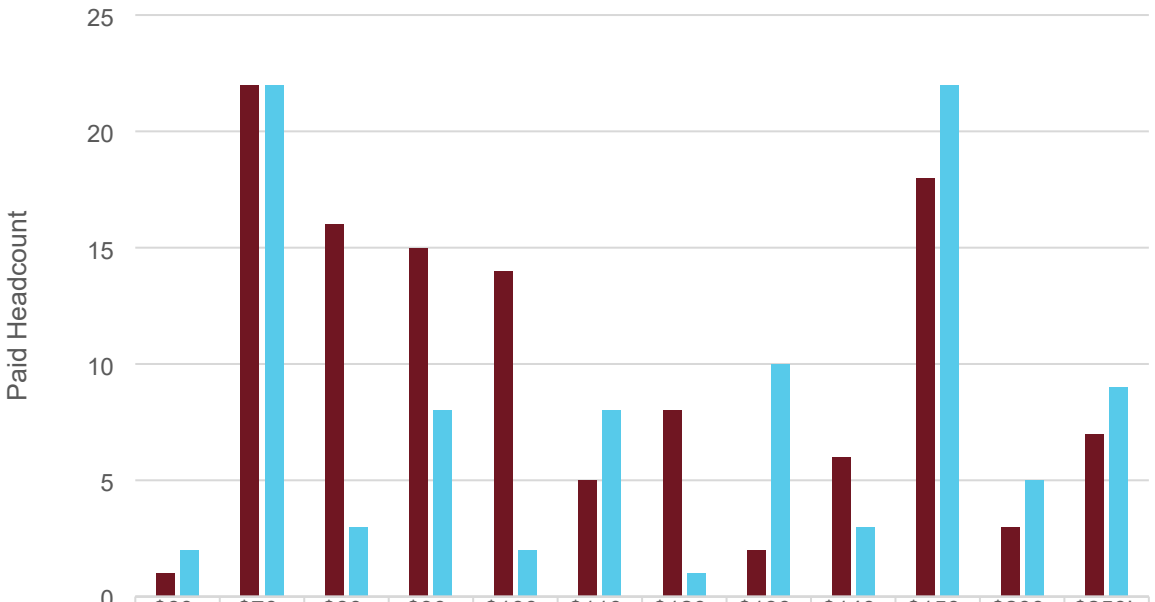


	Full Time	Part Time
Female	85	32
Male	87	7

Gender by salary range

The average salary for males is $137,935 and the average salary for females is $122,433.

Chart 1.7: Gender by salary range by paid headcount, 30 June 2026

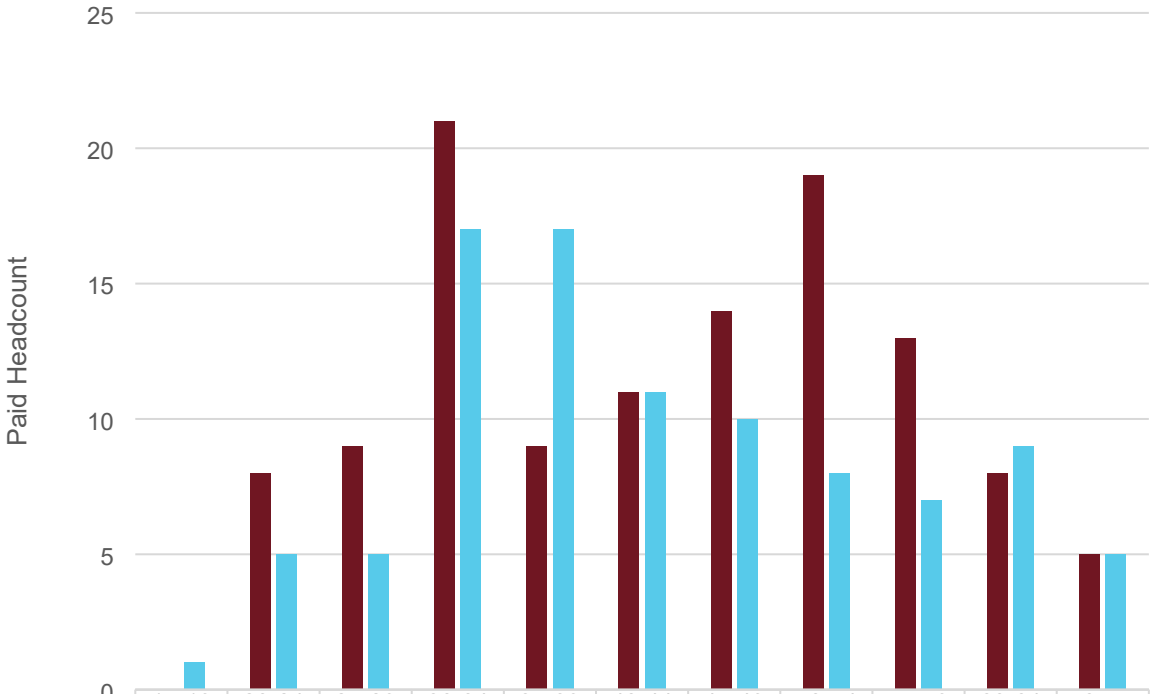


	$60-$69k	$70-$79k	$80-$89k	$90-$99k	$100-$109k	$110-$119k	$120-$129k	$130-$139k	$140-$149k	$150-199k	$200-249k	$250k+
Female	1	22	16	15	14	5	8	2	6	18	3	7
Male	2	22	3	8	2	8	1	10	3	22	5	9

Gender by age

As at 30 June 2026, the majority (48 per cent) of MPS male appointees were aged between 30 and 44 years. Compared to the age profile of female appointees which is more variable, with concentrations at 30-34 years and then 45-59 years.

Chart 1.8: Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2026



	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Female		8	9	21	9	11	14	19	13	8	5
Male	1	5	5	17	17	11	10	8	7	9	5

Work, health and safety (WHS) Performance measures

DPAC performance measures

The department recognises that a healthy, safe and engaged workforce is fundamental to achieving its strategic priorities and delivering high-quality services to the Tasmanian community. The department maintains a comprehensive Work Health, Safety and Wellbeing Management System designed to minimise, so far as reasonably practicable, the risk of workplace incidents, near misses and hazards, while ensuring compliance with the *Work Health and Safety Act 2012* and the *Work Health and Safety Regulations 2012*.

During the reporting period, 107 workplace incidents, 8 near misses and 22 hazards were reported across the department. The majority of reports were recorded by Service Tasmania and related to incidents of occupational violence and aggression. Service Tasmania continues to implement a comprehensive program to manage challenging customer interactions and provide appropriate support to affected employees.

During 2025-26, the department recorded one notifiable incident. The incident involved a staff member who fell while walking up the stairs to their workplace. Following an investigation, WorkSafe found no identifiable hazards or workplace conditions that contributed to the incident.

A monthly Work Health and Safety dashboard is provided to the People, Culture and Wellbeing Executive Sub-Committee and the Executive to support oversight of work health and safety performance, emerging risks, and compliance obligations.

Work, health, safety and wellbeing strategies

Each year, the department develops a Work, Health, Safety and Wellbeing Plan. Key activities for 2025–26 included:

- expanding the use of our online risk and safety system
- implementing a new WHS training module for managers and duty holders
- continuing staff awareness campaigns on WHS, wellbeing, and the Employee Assistance Program (EAP) through internal communications
- reviewing and updating key WHS policies and procedures
- conducted an audit on the management of psychosocial risk and commenced implementation of the recommendations, and
- commenced a program of regularly conducting workplace inspections.

The department continues to hold regular WHS Staff Representative Committee meetings, comprising representatives from across the department. The committee supports consultation on WHS and wellbeing matters and provides a dedicated forum for discussing operational safety and wellbeing issues.

DPAC workers compensation

During the 2025-26 reporting period six claims were finalised. Of those, four were attributed to psychological injuries and two resulting from physical injuries.

During the 2025-26 reporting period, there has been an increase in the number of new workers compensation claims. There were ten new claims including six relating to psychosocial injuries.

MPS performance measures

The department provides Work Health and Safety support, advice, and resources to MPS, while MPS is responsible for managing daily WHS matters.

During the reporting year, MPS staff reported three incidents. Of the incidents, two were security incidents related to threatening behaviour. No hazards or near hits were recorded for the reporting period.

Our performance measures

Each year the department updates its performance measures which are derived for each budget Output Group. Performance information is published in the department's budget chapter each year. Performance measures are as at 2025-26. Actual results as at 30 June 2026, have been provided in the table below.

The performance measurers for outputs are grouped below by responsible Minister.

Table 1.4 Our performance measures

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
1.1 Strategic Policy and Government Priorities	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	90	90	n/a[1]	90
1.1 Strategic Policy and Government Priorities	Premier	The Premier and the Cabinet receive high quality, rigorous and timely policy advice	Number	95	97	n/a[2]	97
1.1 Strategic Policy and Government Priorities	Premier	DPAC collaborates with stakeholders to deliver key government priorities to make a significant difference for the people of Tasmania	Satisf-actory/Unsatisfactory	Satisf-actory	Satisf-actory	n/a[3]	Satisfactory
1.3 Security and Emergency Management	Premier	Response time to Local Government or State agencies in terms of grant activation[4]	Busin-ess days	1.00	<5.00	3.50	<5.00

[1] Key performance indicators for Output 1.1 are under review and will not be reported for 2025-26.
[2] Refer to footnote 1.
[3] Refer to footnote 1.
[4]. This measure refers to the number of business days, or part thereof, between a Local Government request for assistance under the Tasmanian Relief and Recovery Arrangements and the provision of advice about eligibility or the activation of support.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
1.3 Security and Emergency Management	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders[5]	%	89.71	>80.00	91.33	>80.00
1.3 Security and Emergency Management	Premier	Low ineligibility rate in Tasmanian Government's Disaster Recovery Funding Arrangements claim[6]	%	52.95	<5.00	0.00	<5.00
1.4 Women and the Prevention of Family Violence	Women and the Preventi-on of Family Violence	Actions on schedule against the milestones and timeframes identified in the Implementation Plan	%	76	70	89	80
1.4 Women and the Prevention of Family Violence	Women and the Preventi-on of Family Violence	Representation of women on government boards and committees	%	50	50	49.13	50
1.5 Veterans' Affairs	Veterans' Affairs	Number of applications submitted to the Frank MacDonald Memorial Prize Essay Competition	Numb-er	60	50	63	50
1.5 Veterans' Affairs	Veterans' Affairs	Number of applications submitted to the Teddy Sheean VC Memorial Grants Program	Numb-er	25	30	27	30

[5] This measure is based on the stakeholder survey. A consistent methodology has been used across all years for comparability.

[6] This measure refers to the ineligibility rate for the most recently acquitted Disaster Recovery Funding Arrangements claim. This is typically for two financial years before the year of reporting (that is, the 2024-25 Actual refers to the acquittal of the 2022-23 claim). The ineligibility rate for the 2024-25 Actual is significantly higher than in previous years due to a change in Tasmania's claim composition, which meant a different methodology was applied to the claim than in previous years. Other jurisdictions have also had high ineligibility rates under this methodology. DPAC is working with the National Emergency Management Agency to improve eligibility rates for future claims.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
1.6 Aboriginal Affairs	Aboriginal Affairs	Actions on schedule against the milestones and timeframes identified in the Aboriginal Reset[7]	%	100	90	N/A	N/A
1.6 Aboriginal Affairs	Aboriginal Affairs	Actions on schedule against the timeframes identified in the Tasmania's Plan for Closing the Gap 2025-2028[8]	%	N/A	N/A	80	78
1.7 Disability Services	Disability Services	Active NDIS participants	Numb-er	15,332	15,460	16,723[9]	17,150
1.7 Disability Services	Disability Services	Number of Authorised restrictive practices (% of active NDIS participants)	%	0.87	1.0	0.99	1.0
1.9 Local Government	Local Govern-ment	Proportion of councils that comply with the statutory requirements for Strategic Planning Documentation	%	83	80	90	80
1.9 Local Government	Local Govern-ment	Business days taken to complete a preliminary assessment of a complaint and provide advice to the complainant	Days	40	40	31[10]	40

[7] This performance measure ceases and is replaced by measure identified at footnote 8.
[8] This new performance measure replaces the Aboriginal Reset performance measure noted above. It is based on the actions in Tasmania's Plan for Closing the Gap 2025–2028 due for completion in the 2025-26 financial year.
[9] Figure at 31 March 2026. The 30 June 2026 figure will be available by October 2026.
[10] Increase due to a significant increase in the volume and complexity of information and issues raised in complaints, including the need to obtain legal advice on some complaints prior to providing preliminary assessment advice.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Right to Information Requests responded to within statutory timeframes	%	84	100	78[11]	100
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Documents provided to Cabinet within agreed timeframes	%	96	100	97[12]	100
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Draft responses to routine Ministerial correspondence actioned within 10 days of receipt	%	58	90	59[13]	90
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Percentage of Payroll and HR functions provided to Government House and MPS in agreed timeframes	%	100	100	100	100
3.1 Digital Government and Information and Communication-s Technology (ICT) – Strategy Policy, and Service Delivery	Premier	Percentage of IT requests from Government House and MPS met within agreed service level agreement timeframes	%	82	100	82[14]	90

[11] While the objective is to ensure that 100 per cent of decisions are released within statutory timeframes, factors such as high application volumes, complex cases and third-party consultations, can impact the department's ability to meet those timeframes.
[12] Achievement against the target is impacted when submissions are received by the Cabinet Office.
[13] Changes to timeframes due to staff availability. high volumes, complex matters, third-party information coordination, can impact the department's ability to meet those timeframes.
[14] IT performance figures responding to requests from Government House and Ministerial and Parliamentary Services (MPS) decrease reflected re-prioritisation of IT services due to alternative priorities particularly relating to the 2024 and 2025 House of Assembly Elections. IT performance percentage is calculated on requests that are logged in the service management system and are resolved within the timeframes defined in the relevant service level agreement.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
2.2 Principal and Subordinate Legislation	Premier	Proportion of key clients that are satisfied that the legislation drafted for the client meets the relevant, and implementable policy intentions in a legally effective manner	%	97	99	96[15]	99
2.2 Principal and Subordinate Legislation	Premier	Percentage of achievable legislative timings that have been met to enable the legislative priorities, and other critical legal or political obligations, of the Government, as a whole to be met	%	100	100	100	100
2.3 State Service Employment and Management	Premier	Percentage of assessment/ approvals completed within 15 working days	%	90	90	90	90
2.3 State Service Employment and Management	Premier	Number of public data releases	Numb-er	16	4	21[16]	16
2.3 State Service Employment and Management	Premier	Graduates	Numb-er	32	32	33[17]	40

[15] In 2025-26, Office of Parliamentary Counsel (OPC) staff reduced from seven to six, which had an impact on OPC timeliness in responding to agencies. While OPC met all critical timings that were achievable, timeliness of OPC's responses reduced overall satisfaction percentage.
[16] Public data releases are five more than the target due to the introduction of Tasmanian State Service (TSS) workforce data routine disclosures in February 2026.
[17] Graduate and trainee numbers remained consistent with previous years but below target due to the operating environment.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
2.3 State Service Employment and Management	Premier	School Based Trainees	Numb-er	10	11	7	11
2.3 State Service Employment and Management	Premier	Enabling the Aboriginal Employment Strategy - participation rate of Senior Leaders in scheduled Cultural Respect Training	%	5.53	20	16.33	10
3.1 Digital Government and Information and Communicatio n-s Technology (ICT) – Strategy Policy, and Service Delivery	Innovati-on, Science and Digital Economy	Percentage of Tasmanian Government departments that are adopting key digital policies	%	100	100	100	100
3.1 Digital Government and Information and Communicatio n-s Technology (ICT) – Strategy Policy, and Service Delivery	Innovati-on, Science and Digital Economy	Service level agreement performance and compliance	%	92	>90	94	>91
3.1 Digital Government and Information and Communicatio n-s Technology (ICT) – Strategy Policy, and Service Delivery	Innovati-on, Science and Digital Economy	Proportion of whole-of-government contracts managed by Digital Strategy and Services that are validated and current	%	100	100	100	100

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
3.1 Digital Government and Information and Communicatio n-s Technology (ICT) – Strategy Policy, and Service Delivery	Innovati-on, Science and Digital Economy	Customer satisfaction	%	80	80	80[18]	80
3.2 Management and Ongoing Development of Service Tasmania	Premier	Online Transactions – Customer Satisfaction	%	87	80	90	80
3.2 Management and Ongoing Development of Service Tasmania	Premier	Service Centres – Customer Satisfaction	%	84	90	89[19]	90
3.2 Management and Ongoing Development of Service Tasmania	Premier	Contact Centre – Customer Satisfaction	%	85	90	85[20]	90
3.3 Community Services	Premier	New Seniors Cards issued	Numb-er	6,940	5,000	6,357[21]	6,500
3.3 Community Services	Premier	New Companion Cards issued	Numb-er	399	300	412	400
3.3 Community Services	Premier	New Seniors Card Program Business Partners	Numb-er	22	30	16[22]	30
3.3 Community Services	Premier	Number of new businesses, venues, events affiliated with the	Numb-er	3	3	4	3

[18] Previous year presented as a whole number based on a survey ranked out of 5 stars. The same figure is presented as % in this year's report.
[19] There was an improvement in performance compared to 2024-25.
[20] The outcome remained consistent with 2024-25.
[21] The reduction in Seniors Cards issued may be attributable to demographic changes, whilst the numbers can be significantly influenced by fewer promotional activities from participating businesses.
[22] The 2025-26 Seniors Card Directory was launched in January 2025. There has been no active business recruitment since then.

Output	Minister	Performance Measure	Unit of Measure	2024-25 Actual	2024–25 Target	2025-26 Actual	2025-26 Target
		Companion Card Program					
3.3 Community Services	Community and Multicultural Affairs	Number of targeted funding agreement meetings with contracted service providers annually	%	100	100	100	100
3.3 Community Services	Community and Multicultural Affairs	Percentage of applicants satisfied with public grants program administration	%	95	95	95	95

Premier's Economic and Social Recovery Advisory Council (PESRAC)

In March 2021, PESRAC delivered its final report to government, including 52 recommendations for longer-term initiatives to support Tasmania's recovery from the COVID-19 pandemic. This followed an Interim Report by PESRAC which proposed 64 recommendations to address the immediate to short-term impacts of COVID-19, all of which have been implemented.

PESRAC's Final Report targeted longer-term recovery measures, defined by PESRAC as being delivered over the period 2022-2025.

During 2025-26, Government approved the transition of the remaining active recommendations to the relevant agencies' ongoing business-as-usual work programs. This includes DPAC's eight remaining active recommendations.

This formally concludes the Tasmanian Government's central implementation and reporting phase for the PESRAC Final Report, including DPAC's role in coordinating whole-of-government reporting to Government. Work associated with the remaining active recommendations will continue through the responsible agencies' established programs and operations.

Future management of, and reporting on, the remaining active recommendations will be incorporated into the relevant agencies' business-as-usual work programs and annual reporting processes.

Completed recommendations

The following recommendations were successfully completed by DPAC during the 2025-26 period:

F-52

Status: Completed

Surge capacity arrangements need to be identified and tested as a part of disaster planning.

DPAC has developed and implemented the Surge Capacity Preparedness Project to enhance the whole-of-government response to emergencies. Based on feedback from agencies, the project produced the Surge Capacity Arrangements Report, which outlines the support mechanisms available during severe or extended emergencies.

A key feature of the project is the introduction of a reserve surge support function, which allows staff from non-critical roles to be temporarily redeployed to assist in

emergency efforts. To ensure ongoing preparedness, Surge Capacity Planning Guidelines have been rolled out across government departments. This initiative complements related work led by the Department of Treasury and Finance and other government processes.

Active recommendations

As at 30 June 2026, eight PESRAC Final Report recommendations for which DPAC has responsibility remained active. These recommendations have progressed beyond the dedicated PESRAC implementation phase and are transitioning to established business-as-usual work programs.

A summary of the recommendations, their status and progress during 2025–26 is provided below.

F-1

Status: transitioning to agencies' business-as-usual operations and programs

Protecting sustainability, community values and Tasmanians' wellbeing must continue to be at the forefront of regulatory activity.

DPAC has developed the Wellbeing Framework and is progressing the Sustainability Strategy to embed wellbeing and sustainability principles across government policy, regulation and investment. Supporting initiatives include the Renewable Energy Approval Pathway and the Macquarie Point Sustainable Development Policy.

F-38 to F-42

Status: transitioning to agencies' business-as-usual operations and programs

The State Government should develop a whole-of-state sustainability strategy that establishes clear goals and actions, addresses Tasmania's environmental and social priorities, aligns with the United Nations Sustainable Development Goals, and encourages all Tasmanians to contribute to a sustainable future.

DPAC is finalising Tasmania's Sustainability Strategy following extensive consultation with the community, industry and government..

F-43

Status: Stage 1 functionally complete; Stage 2 underway and transitioning to agencies' business-as-usual operations and programs

The State Government should establish longer-term, flexible and accountable funding models for community service organisations, with clear and appropriately co-designed outcomes.

Peak body funding is transitioning to longer-term agreements as existing agreements expire. Work is continuing to extend longer-term arrangements to broader recurrent funding and develop a community services outcomes framework.

Recommendations completed in previous years

The following recommendations have been completed by DPAC and reported in previous Annual Reports:

F-06	Agency heads should drive, and be held accountable for, a public-sector-wide culture that proactively engages with major investment proponents.
F-07	The Australian and State Governments should reinvigorate the Joint Commonwealth and Tasmanian Economic Council.
F-29	Throughout the recovery period, the State Government should provide broad guidance for people travelling interstate about the circumstances under which Tasmanians will be required to quarantine upon return.
F-31	The State Government should ensure that the Food Security Strategy expands school lunch programs to include broader school and community access, adopts a place-based approach tailored to local needs, establishes strong links with local agricultural and hospitality businesses while offering training opportunities for participants, and is designed to be scalable to efficiently manage any increase in demand for emergency food relief.
F-34	The State Government should prioritise improving digital inclusion across Tasmanian communities by setting clear whole-of-government KPIs for closing the digital divide in access, affordability, and digital ability.
F-35	The State Government and its agencies should fund community-led recovery activities that enhance community connections, focus on prevention and early intervention in issues like violence and substance misuse, and promote innovative volunteer engagement strategies.
F-36	The State Government should establish an ongoing scholarship funding pool to financially support leadership training for individuals that have demonstrated involvement in their local community.
F-37	The State Government should support community-based events by sharing COVID-19 risks. The proposed approach should include a capped amount of financial coverage where COVID-19 suppression measures materially impact the running of the event.
F-44	Ministers and agencies should identify and communicate what services and activities will be delayed, suspended or reduced to permit resources to be devoted to priority recovery activities.
F-47-50	Recommendations relating to the structural reform of Tasmania's local government sector.

F-52 Surge capacity arrangements need to be identified and tested as a part of disaster planning.

Our finances

Our financial statements for 2025-26 were submitted to the Auditor-General on 14 August 2026.

Following the audit undertaken by Audit Tasmania, our financial statements were certified on 17 September 2026.

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

The comprehensive result on the Statement of Comprehensive income is a surplus of $5.9 million.

DPAC received $451.9 million in controlled operating appropriation revenue. This was a decrease of $25.1 million compared to the prior year primarily due to one-off disaster relief grants and election commitments in the prior financial year ($20.9 million).

The department undertook a major restructure of its Budget Outputs during 2025-26. Details of this restructure are available at Note 2.1 of the department's financial statements presented in Appendix A.

Table 1.5 DPAC budgeted and actual expenditure for 2025–26

Output Group	Budgeted Expenditure $'000	Actual Expenditure $'000
MPS01 – Support for Members of Parliament	34,340	43,114
DPC01 – Policy Reform and Government Priorities	368,324	347,379
DPC02 – Government System Support	26,686	30,178
DPC03 – Community and Government Service Delivery	102,904	97.186
Capital Investment Program	250	11,898
Total	**532,504**	**529,756**

Notes:

1. The higher than budgeted expenditure for MPS01 - Support for Members of Parliament primarily reflects higher Employee benefits ($7.6 million) and higher than budgeted Depreciation and amortisation ($1.1 million)
2. The higher than budgeted expenditure for DPC02 - Government System Support primarily reflects Employee benefits ($2.3 million) and higher rent and property services costs for Treasury owned office accommodation ($1.4 million)
3. The higher than budgeted expenditure for Capital Investment Program primarily reflects the Human Resources Transformation Program with the 2025-26 Budget outlining this program as an Intangibles asset acquisition. The Department has subsequently received accounting

advice that accounting standards will require this project to be primarily expensed through supplies and consumables.

Our compliance report

Appeals process

If an affected party believes they have grounds for appeal against a decision made by the Department of Premier and Cabinet, a request for review detailing their reasons may be submitted in writing to the department. Individual programs or initiatives may provide specific avenues or processes for appeal.

Asset management

DPAC's Strategic Asset Management Plan guides the effective planning, management and renewal of property, fleet and operational assets to support service delivery and government priorities. The department continues to optimise asset utilisation, manage lifecycle risks and costs, and ensure assets remain fit-for-purpose to meet current and future business requirements.

Grants, contributions and election commitments

During 2025-26, DPAC processed 9,828[23] individual grant deeds and contribution payments to fund a range of support for Tasmanian communities. A summary of these payments is shown below in Table 1.6

Table 1.6 DPAC grant payments by program

	2025 $'000	2026 $'000
National Disability Insurance Scheme	265,545	272,744
Family Violence and Family Assistance programs	13,232	25,553
Community Sector Organisation grants (including Peak Body Funding)	18,301	19,552
Election Commitment Grants (2024 Election)	19,869	10,053
Disaster Ready Fund grants and transfers	55	5,261
Disability Services	7,909	2,856
Child and Youth Wellbeing and Keeping Children Safe	14,203	2,547
Resilience and Recovery Grants	7,909	2,281
Emergency Food Relief Grants	1,195	2,130
Other grants, subsidies and transfer payments	4,172	1,548
Closing the Gap	1,215	1,375
Transfers to other State Government entities	1,492	642
Local Government grants	….	515
Veterans' Affairs grants	10	501
Premier's Discretionary Fund	391	283
Emergency Food Grant Fund – Severe Weather Event 2024	10,515	….
Housing Tasmania – Social Housing	1,144	….
Election Commitment Grants (2021 Election)	310	….
Strategic Regional Partnership	6	….
Total	**367,472**	**347,841**

[23] See note Appendix A - 15.6a in financial statement section to explain reduction for 2025-26.

Leases

Through the strategic management of its accommodation portfolio, including Crown-owned and leased properties, DPAC seeks to optimise space utilisation, reduce lease costs, consolidate accommodation where appropriate, and ensure fit-for-purpose workplaces that support service delivery and changing business requirements.

At at 30 June 2026 DPAC has 73 lease agreements.

Legislation administered

As at 30 June 2026, the department administered 62 Acts on behalf of the Premier and other Ministers. The full list of legislation administered is at Appendix B.

Table 1.7 Breakdown of the number of Acts by ministerial portfolio

Minister portfolio	Number of Acts
Premier	46
Minister for Aboriginal Affairs	1
Minister for Ageing	0
Minister for Community and Multicultural Affairs	3
Minister for Disability Services	3
Minister for Innovation, Science and the Digital Economy	1
Minister for Local Government	4
Minister for Macquarie Point Urban Renewal	1
Minister for Veterans' Affairs	3

All legislation, including any amending Acts, can be found in the *Administrative Arrangement Order 2025* on the Tasmanian Legislation website.

Pricing policies for goods and services

Digital Strategy and Services charges for telecommunications and computing services.

Service Tasmania charges Tasmanian Government departments, Government Business Enterprises, and other external organisations such as Marine and Safety Tasmania, local government and Australian Government agencies for services delivered through Service Tasmania's face-to-face, phone and online services.

DPAC bases its pricing policy on cost recovery. 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.

Procurement

DPAC's procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions; including providing Tasmanian businesses with opportunities to compete for agency business. DPAC adheres to the Government's Buy Local Policy through supporting Tasmanian businesses whenever they offer best value for money for the government.

During 2025-26, DPAC undertook 74 procurement processes (refer Attachment D: Procurement statistics) including requests for tender, requests for quotation and direct or limited sourcing engagements. Of these, 46 contracts were awarded to Tasmanian businesses. The total value of contracts awarded, valued at over $50,000 each, was $29.3 million (excluding GST). The total value of the contracts awarded to Tasmanian businesses was $19.9 million (excluding GST), this represents approximately 68 per cent of the total value of all contracts awarded. This is an increase from the 2024-25 financial year.

Details of individual contracts valued at $50,000 (excluding GST) or greater and awarded during 2025-26 are provided in Appendix D.

Protecting privacy

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

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

In 2025-26, there were no requests under the *Personal Information Protection Act 2004* from people seeking access to, or the update of, their personal information held by the department.

Public Interest Disclosures – public access to information on our decisions

Under section 86 of the *Public Interest Disclosures Act 2002*, we are required to report on any disclosures made about improper conduct by our public officers or by the department. During 2025-26:

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

The DPAC Public Interest Disclosures Procedures Manual reflects the Model Procedures and Guidelines issued by the Ombudsman in August 2024. The procedures, which include information on how a person may make a disclosure, are available on the DPAC website at www.dpac.tas.gov.au/public_interest_disclosures

Publications

In 2025-26, DPAC business units produced 61 publications. You can find a list of our publications in Appendix C – Publications and websites.

For copies of our publications visit www.dpac.tas.gov.au

Report conduct notifications

Operational Recommendation 5.1 from the Woolcott Review recommended that all agencies and authorities include data on employee conduct including Code of Conduct matters and the reportable conduct scheme in their annual reports.
DPAC had no reportable conduct notification for 2025-26 financial year.

Right to Information

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

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

During 2025-26, 78 applications for assessed disclosure were determined compared with 87 in 2024-25.

Of the 78 applications determined in 2025-26:

- information was provided in full for 12 applications
- partial information was provided for 27 applications
- no decisions determined information should be fully exempt from release
- 12 applications were transferred in full
- two applications were refused
- 23 applications were withdrawn
- no information was held for two applications
- six applications received in the 2024–25 financial year were determined in the 2025–26 financial year.

DPAC Right to Information Officers are delegated officers under the Act for the department, the Premier and other portfolio ministers.

Of the 78 applications determined in 2025–26:

- 43 were determined for the department
- 34 were determined for the Premier
- one was determined for the Minister for Local Government
- no applications were determined for the Minister for Aboriginal Affairs

- no applications determined for the Minister for Community and Multicultural Affairs
- no applications determined for the Minister for Disability Services
- no applications were determined for the Minister for Innovation, Science and the Digital Economy
- no applications were determined for the Minister for Macquarie Point Urban Renewal
- no applications were determined for the Minister for Veterans' Affairs and
- no applications determined for the Minister for Women and Prevention of Family and Sexual Violence.

Twelve applications were received and accepted in 2025-26 and were yet to be determined.

No applications were received in 2025-26 and were yet to be accepted.

DPAC seeks to use assessed disclosure as a method of last resort. Information was provided actively without assessment in response to one application for assessed disclosure received in 2025-26.

The Secretary of the Department of Justice provides an annual report on Right to Information Statistics of all public authorities, including DPAC.

For more information regarding the department's Right to Information applications, please refer to the Right to Information Annual Report. For further information on Right to Information, visit the website of the Office of the Ombudsman at www.ombudsman.tas.gov.au

Risk management

DPAC is committed to fostering a strong risk culture, with risk management embedded in strategic decision-making and the effective delivery of services and outcomes.

During 2025–26, the department continued implementing its Risk Roadmap to further strengthen risk management capability and maturity. A revised Risk Management Framework was developed during the year, incorporating risk appetite statements to support consistent risk-informed decision-making across the organisation.

DPAC actively monitors and reviews its strategic risk profile, including the identification and assessment of new and emerging risks. This enables the department to respond proactively to potential exposures and implement appropriate mitigation and management strategies.

The Risk and Audit Committee provides independent oversight of the department's risk management framework and internal audit program, supporting effective governance, assurance, and the management of key strategic risks.

As part of its commitment to continuous improvement, DPAC participates in both internal and external reviews to assess performance, strengthen controls, and enhance organisational outcomes. During the reporting period, the department engaged WLF Accounting and Advisory to conduct a series of targeted internal audits that assessed the effectiveness of key controls and compliance with relevant legislative and policy requirements.

Internal audits completed during 2025–26 included:

- Management of psychosocial harm and duty of care obligations
- Payroll management
- Child and Youth Safe Organisations Framework implementation
- Grants management and compliance with the Treasurer's Instructions.

The department has participated in a number of Audit Tasmania’s performance audits including:

- Management of gifts, benefits and hospitality in the general government sector
- Planning and early implementation of the Human Resource Information System
- Follow up of the Council general manager recruitment, appointment and performance assessment
- Proposed sale of Wilkinson’s Point.

The department has developed action plans to address audit recommendations from all internal and external audits and reviews. Progress against these actions is monitored by the Risk and Audit Committee to support their timely and effective implementation.

Statutory Office Holders

Director of Local Government

The Director of Local Government is a State Servant appointed by the Governor under the *Local Government Act 1993* to:

- undertake the general administration of the Act
- execute certain regulatory statutory functions in relation to the local government sector
- Support the Minister for Local Government in their statutory role.

Mr Luke Gregory is the Acting Director of Local Government.

Table 1.8 Total remuneration paid to the Director, Local Government

2025-26	SALARY $'000	OTHER BENEFITS $'000	SUPERANNUATION $'000	TOTAL $'000
Luke Gregory, Acting Director of Local Government[24]	$107,669	$0	$15,106	$122,776

Regulator (Burial and Cremation)

Under the *Burial and Cremation Act 2019*, the regulator has a range of powers and functions in relation to the management of cemeteries, crematoria and businesses that handle, store and/or transport human remains. The Director of Local Government is currently the regulator for the purposes of the Act.

State Recovery Advisor

Under the *Emergency Management Act 2006*, the responsibilities of the State Recovery Advisor are held by the Secretary of DPAC. These responsibilities may be delegated to other positions within the department. The role is currently delegated to the Executive Director, Resilience and Recovery Tasmania.

The State Recovery Advisor:

- ensures that plans and arrangements for recovery are prepared and maintained
- supports the State Controller and other relevant officers to coordinate recovery processes during and after an emergency
- advises the Premier or Emergency Management Committee of Cabinet on matters related to recovery, including needs and issues

[24] Mr Luke Gregory previously known as Luke Gregory-Murphy.

- carries out any recovery related functions requested by the Premier and the Emergency Management Committee of Cabinet.
- DPAC, through Resilience and Recovery Tasmania, supports the State Recovery Advisor by:
    - maintaining the State Recovery Plan
    - supporting recovery governance including the State Recovery Committee and interagency Recovery Working Group
    - undertaking whole-of-government emergency management policy, planning and preparedness
    - building the capacity of recovery partners to support community-centred disaster recovery and
    - overseeing and reporting on recovery activities across government agencies.

In December 2025, a number of bushfires occurred in southern and north-east Tasmania. The fires resulted in significant property damage in Dolphin Sands and led to the establishment of a state-led clean-up program to remove large amounts of debris and ensure properties were safe to access. The State Recovery Advisor oversaw the delivery of relief and recovery measures, including the clean-up program, to ensure affected communities received the support they needed.

Disability Commissioner Tasmania

The role of Disability Commissioner was established as part of the *Disability Rights, Inclusion and Safeguarding Act 2024* on 1 July 2025.

Disability Commissioner Tasmania is a separate statutory authority. The Disability Commissioner is appointed to safeguard the rights of people with disability using the powers and functions appointed to them under the Act.

Websites

As at 30 June 2026, DPAC managed 35 websites for DPAC and the Premier's Office.

You can find a list of the DPAC relevant websites listed in Appendix C – Publications and websites.

Compliance index

Section	Legislation	Page
Our Department		
Our role	SSR s. 9 (a)(i)	15
Organisational chart	SSR s. 9(a)(ii)	18
Our Ministerial responsibilities and output group structure	SSR s. 9(a)(iii)	32
Changes to organisational structure	SSR s. 9(a)(iv)	18
Our strategic priorities		
Performance reports	SSA s. 36(l)(a) TI FR-4	47-54
Major initiatives to give effect to public policy	SSR s. 9 (a)(v)	30, 55
Our Groups	SSR s. 9(a)(iii)	19
Performance measures		
Performance reports	SSA s. 36(l)(a) TI FR-4	47-54
Performance measurement	TI FR-4 (4.1.4)	47-54
Our People and Policies		
Human Resource information	SSA s. 36(la)	33
Workplace health and wellbeing	ED No. 23	45
Industrial democracy and employee participation	SSR s. 9(b)(i)	33
Work health and safety (incl WHS Plan)	SSR s. 9(b)(ii) ED No. 27	45
Performance management	SSA s. 36(1)(ba) ED No. 26	45-46
Our finances		
Significant financial performance directives which affected the achievement of operational objectives	TI FR-4 (4.1.1)	59
Finance outcomes	TI FR-4 (4.1.1)	59
Our compliance report		
Statutory and non-statutory bodies	SSR s. 9(d)	69
Report to statutory officer holder except where required to report under any other act	TI FR-4 SSA s. 36(l)(b)	69
Legislation administered	SSR s. 9(d)	Appendix B
Legislation enacted during the year	SSR s. 9(d)	157-158
Community awareness	SSR s. 9(c)(i)	Appendix D
Publications (listed in Appendix C)	SSR s. 9(c)(i)	Appendix C
Right to information requests (Appendix)	RTIA s. 23 and s. 53	66-67
Public interest disclosure	PIDA s. 86	65
Pricing policy	TI FR-4 (4.1.2)	64

Section	Legislation	Page
Capital projects	TI FR-4 (4.1.3)	Appendix D
Risk management	TI FR-4 (4.1.5)	67-68
Asset management	TI FR-4 (4.1.6)	61
Support for local business	TI FR-4 (4.1.8.2)	Appendix D
Contracts with a value over $50,000	TI FR-4 (4.1.8.3)	Appendix D
Grants	TI FC - 12	62
Appeals process	SSR s. 9(c)(iii)	61
Debts written off	TI FC -14	N/A
Loss and damage	TI FC - 4	N/A
Head of agency certification (of financial statements)	TI FR-2 TI FR-3 (3.1) FMA s. 42	Appendix A
Financial statements	FMA s. 42 (1)	Appendix A
Audit report	FMA s. 42 (4) AA s. 19(4)	Appendix A
Limited/direct procurement	TI FR-4 (4.1.8.5)	Appendix D
Contract extensions	TI FR-4 (4.1.8.6.1)	Appendix D
Exemptions from Treasurer's Instructions	TI FC-1 (1.2)	Appendix D
Confidentiality Government contracts	TI FR-4 (4.1.8.1)	Appendix D
Contracts where an exemption from the requirement to disaggregate has been approved	TI FR-4 (4.1.8.5)	Appendix D
List of contact officers and points of public access in relation to services provided by the Agency	SSR 9(c)(ii)	179

Abbreviations

AAS Australian Accounting Standard

AASB Australian Accounting Standards Board

ATO Australian Taxation Office

Commission of Inquiry Commission of into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings

DPAC Department of Premier and Cabinet

DSS Digital Strategy and Services

FTE Full-time Equivalent

HRTP Human Resources Transformation Program

ICT Information and Communications Technology

IFRS International Financial Reporting Standards

KPIs Key Performance Indicators

LGBTIQA+ Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual

MOG Machinery of Government

MPS Ministerial and Parliamentary Services

NDIS National Disability Insurance Scheme

OPC Office of Parliamentary Council

PESRAC Premier's Economic and Social Recovery Council

SES Senior Executive Service

SSA State Service Act

SSMO State Service Management Office

SSR State Service Regulation

TasALERT An app that provides real-time information and guidance for emergencies in Tasmania

TasGRAD Tasmanian State Service Graduate Development Program

TI Treasurer's Instructions

TSS Tasmanian State Service

WHS Work Health and Safety

Index

Abbreviations	73
Acknowledgement of Aboriginal People and Country	3
Appeals process	61
Appendix A – Department of Premier and Cabinet Financial Statements for the year ended 30 June 2025	77
Appendix B – Legislation administered	157
Appendix C – Publications and websites	160
Appendix D – Procurement statistics	165
Appendix E – Superannuation Certificate	178
Asset management	61
Auditor's report	79
Compliance index	71
Compliance reports	61
Community and Government Services Group	19
Contact us	179
Disability Commissioner Tasmania	70
Employee statistics - DPAC	36
Employee statistics – MPS	41
Financial statements certification	78
Governance	15
Governance and Risk Group	20
Grants, contributions and election commitments	62
Human resources activities	22
Keeping Children Safe Coordination Taskforce	23
Key achievements	10
Leases	63
Legislation administered	63
Office of Parliamentary Counsel	24
Office of the Secretary	24
Organisational chart	18
Our commitment	14
Our compliance report	61
Our Department	30
Our groups	19
Our finances	59

Our people	33
Our Ministerial responsibilities	32
Our performance measures	47
Our role	15
Our strategic priorities	30
Our values	14
Our vision	14
Outputs	32
Policy and Reform Group	25
Premier's Economic and Social Recovery Advisory Council (PESRAC)	55
Pricing policies for goods and services	64
Procurement	64
Protecting privacy	64
Public Interest Disclosures – public access to information on our decisions	65
Publications	65
Right to Information	66
Risk management	67
Message from the Secretary	8
Staffing information – DPAC	34
Staffing information – MPS	40
Staff movements - DPAC	35
Staff movements - MPS	41
Statement of Commitment to Child and Youth Safety	4
State Service Management Office	28
Statutory Office Holders	69
Strategy and Delivery Group	26
Submission to the Premier and Ministers	6
Websites	160
Work, Health and Safety performance measures	45

Appendices

Appendix A: Department of Premier and Cabinet Financial Statements for the year ended 30 June 2026

Appendix B: Legislation administered

Appendix C: Publications and websites

Appendix D: Procurement statistics

Appendix E: Superannuation Certificate

Appendix A: Department of Premier and Cabinet Financial Statements for the year ended 30 June 2026

Statement of Certification

The accompanying Financial Statements of the Department of Premier and Cabinet are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016* to present fairly the financial transactions for the year ending 30 June 2026 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.



Kathrine Morgan-Wicks

Secretary
Department of Premier and Cabinet

16 September 2026

Audit Tasmania

Independent Auditor's Report

To the Members of Parliament

The Department of Premier and Cabinet

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of the Department of Premier and Cabinet (the Department), which comprises the statement of financial position as at 30 June 2026, statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the statement of certification signed by the Secretary of the Department.

In my opinion, the accompanying financial statements:

(a) present fairly, in all material respects, the financial position of the Department as at 30 June 2026 and its financial performance and its cash flows for the year then ended

(b) is in accordance with the *Financial Management Act 2016* and Australian Accounting Standards.

Basis for Opinion

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

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

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

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

Responsibilities of the Secretary for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the financial reporting requirements of the Section 42 (1) of the *Financial Management Act 2016* and for such internal control as determined necessary to enable the preparation of the financial statements that is free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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



Monique Langridge
Director, Financial Audit and Practice Management
Delegate of the Auditor-General

17 September 2026
Hobart

Notes to and forming part of the Financial Statements for the year ended 30 June 2026

NOTE 1 Administered Financial Statements 88

NOTE 2 Departmental Output Schedules 89

NOTE 3 Expenditure under Australian Government Funding Arrangements 99

NOTE 4 Explanations of Material Variances between Budget and Actual Outcomes 100

NOTE 5 Underlying Net Result 105

NOTE 6 Revenue 105

NOTE 7 Expenses 110

NOTE 8 Assets 124

NOTE 9 Liabilities 130

NOTE 10 Commitments and contingencies 132

NOTE 11 Cash Flow Reconciliation 135

NOTE 12 Financial Instruments 138

NOTE 13 Transactions and Balances Relating to a Trustee or Agency Arrangement 144

NOTE 14 Events Occurring After Balance Date 144

NOTE 15 Other Material Accounting Policy Information and Judgements 148

Department of Premier and Cabinet | Statement of Comprehensive Income for the year ended 30 June 2026

	Notes	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Income from continuing operations				
Revenue from Government				
Appropriation revenue - operating	6.1	451,490	451,935	477,001
Appropriation revenue - capital	6.1	16,250	13,068	250
Other revenue from Government	6.1	15,060	13,348	7,673
Grants	6.2	17,150	14,617	11,757
Sales of goods and services	6.3	38,313	33,464	29,129
Other revenue	6.4	7,406	9,379	14,631
Total revenue from continuing operations		**545,669**	**535,811**	**540,441**
Net gain/(loss) on statutory receivables		….	(112)	(303)
Net gain/(loss) on non-financial assets		364	(39)	(2)
Total income from continuing operations		**546,033**	**535,660**	**540,136**
Expenses from continuing operations				
Employee benefits	7.1	93,698	107,616	109,423
Depreciation and amortisation	7.2	3,682	4,649	4,166
Supplies and consumables	7.3	61,957	67,707	56,390
Grants, subsidies and transfer payments	7.4	372,535	347,840	367,472
Other expenses	7.5	632	1,944	1,571
Total expenses from continuing operations		**532,504**	**529,756**	**539,022**
Net result from continuing operations		**13,529**	**5,904**	**1,114**
Net result		**13,529**	**5,904**	**1,114**
Comprehensive result		**13,529**	**5,904**	**1,114**

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

Budget information refers to original estimates.

Explanations of material variances between budget and actual outcomes are provided in Note 4.1 of the accompanying notes.

Department of Premier and Cabinet | Statement of Financial Position as at 30 June 2026

	Notes	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Assets				
Financial Assets				
Cash and cash equivalents	11.1	8,234	11,983	8,702
Receivables	8.1	6,187	7,475	5,334
Non-financial assets				
Property, plant, equipment and leasehold improvements	8.2	2,709	6,298	6,261
Right-of-use assets	8.3	11,572	13,554	13,443
Intangibles		17,935	2,875	2,987
Prepayments	8.4	3,602	7,590	4,042
Total assets		**50,239**	**49,775**	**40,769**
Liabilities				
Financial Liabilities				
Payables		6,435	2,832	1,966
Non-financial Liabilities				
Employee benefit liabilities	9.1	21,433	23,890	23,243
Lease liabilities	9.2	12,993	16,017	14,648
Contract liabilities		947	1,379	1,160
Total liabilities		**41,808**	**44,118**	**41,017**
Net assets (liabilities)		**8,431**	**5,657**	**(248)**
Equity				
Accumulated Funds		8,431	5,200	(704)
Contributed Capital		….	457	457
Total equity		**8,431**	**5,657**	**(248)**

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

Budget information refers to original estimates.

Explanations of material variances between budget and actual outcomes are provided in Note 4.2 of the accompanying notes.

Department of Premier and Cabinet | Statement of Cash Flows for the year ended 30 June 2026

	Notes	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts - operating		451,490	451,935	477,001
Appropriation receipts - capital		16,250	13,068	250
Appropriation receipts - Rollover		15,060	13,348	7,673
Grants - continuing operations		17,150	14,583	11,754
Sales of goods and services		38,355	33,518	31,185
GST receipts		24,443	13,862	13,192
Other cash receipts		7,406	11,093	16,462
Total cash inflows		**570,154**	**551,407**	**557,517**
Cash outflows				
Employee benefits		(93,545)	(107,075)	(107,579)
GST payments		(24,255)	(14,183)	(13,286)
Supplies and consumables		(61,955)	(72,974)	(61,245)
Grants, subsidies and transfer payments		(372,535)	(347,512)	(370,693)
Other expense		(631)	(1,797)	(1,364)
Total cash outflows		**(552,921)**	**(543,541)**	**(554,167)**
Net cash from/(used by) operating activities	11.2	**17,233**	**7,866**	**3,350**
Cash flows from investing activities				
Cash outflows				
Cash outflow on administrative restructure		....	....	(167)
Payment for acquisition of non-financial assets		(16,122)	(2,601)	(3,718)
Total cash outflows		**(16,122)**	**(2,601)**	**(3,885)**
Net cash from/(used by) investing activities		**(16,122)**	**(2,601)**	**(3,885)**
Cash flows from financing activities				
Cash outflows				
Repayment of leases liabilities (excluding interest)		(1,579)	(1,984)	(1,760)
Total cash outflows		**(1,579)**	**(1,984)**	**(1,760)**
Net cash from/(used by) financing activities		**(1,579)**	**(1,984)**	**(1,760)**
Net increase/(decrease) in cash and cash equivalents held		**(468)**	**3,281**	**(2,295)**
Cash and cash equivalents at the beginning of the year		8,702	8,702	10,997
Cash and cash equivalents at the end of the year	11.1	**8,234**	**11,983**	**8,702**

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

Budget information refers to original estimates.

Explanations of material variances between budget and actual outcomes are provided in Note 4.3 of the accompanying notes.

Department of Premier and Cabinet | Statement of Changes in Equity for the year ended 30 June 2026

	Contributed Equity $'000	Accumulated Funds $'000	Total Equity $'000
Balance as at 1 July 2025	**457**	**(704)**	**(248)**
Net Result	....	5,904	5,904
Total Comprehensive Result	**....**	**5,904**	**5,904**
Balance as at 30 June 2026	**457**	**5,200**	**5,657**

	Contributed Equity $'000	Accumulated Funds $'000	Total Equity $'000
Balance as at 1 July 2024	**....**	**(1,818)**	**(1,818)**
Net Result	....	1,114	1,114
Total Comprehensive Result	**....**	**1,114**	**1,114**
Transactions with owners in their capacity as owners:			
Administrative restructure - Distributions to owners	457	….	457
Total Transactions with owners in their capacity as owners	**457**	**….**	**457**
Balance as at 30 June 2025	**457**	**(704)**	**(248)**

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

NOTE 1 | Administered Financial Statements

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

1.1 Schedule of Administered Income and Expenses

	Notes	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Administered revenue				
Items Reserved by Law- *Tasmanian Community Fund Act 2005*		8,674	8,729	8,309
Appropriation revenue – Operating Homes Tasmania		….	….	90,389
Total administered revenue		**8,674**	**8,729**	**98,698**
Administered expenses				
Grants and subsidies		8,674	8,729	98,698
Total administered expenses		**8,674**	**8,729**	**98,698**
Administered net result		**….**	**….**	**….**

Budget information refers to original estimates.

The decreases in Appropriation revenue – operating Homes Tasmania and the Grants and subsidies expenditure reflects the administrative restructure of Homes Tasmania funding to the Department of State Growth on 1 November 2024.

NOTE 2 | Departmental Output Schedules

2.1 Output group information

Budget information refers to original estimates.

(I) Ministerial and Parliamentary Support Output Group

Output group 01 - Support for Members of Parliament

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Income from continuing operations			
Revenue from appropriation	32,519	42,328	42,108
Other revenue	1,363	404	738
Total revenue from continuing operations	**33,882**	**42,732**	**42,846**
Net gain/(loss) on non-financial assets	....	(78)	....
Total income from continuing operations	**33,882**	**42,654**	**42,846**
Expenses from continuing operations			
Employee benefits	24,355	31,979	30,826
Employment expenses	518	99	123
Depreciation and Amortisation	1,128	2,169	1,664
Advertising and promotion	....	360	348
Communications	327	272	170
Consultants	....	45	5
Information technology	240	364	527
Property services	4,117	4,883	5,387
Travel and transport	1,554	1,205	703
Other supplies and consumables	1,776	1,278	1,121
Finance costs	254	453	420
Other expenses	71	7	105
Total expenses from continuing operations	**34,340**	**43,114**	**41,399**
Net result from continuing operations	**(458)**	**(460)**	**1,447**
Net result	**(458)**	**(460)**	**1,447**
Comprehensive Result	**(458)**	**(460)**	**1,447**
Expense by output			
1.1 Support for Ministers and certain Parliamentary Office Holders	26,313	30,248	27,905
1.2 Support for Members of the House of Assembly	8,027	12,865	13,494
Total	**34,340**	**43,113**	**41,399**

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Net Assets			
Total assets deployed for Output Group 01	9,498	13,041	12,552
Total liabilities incurred for Output Group 01	(13,951)	(15,866)	(14,775)
Net assets deployed for Output Group 01	**(4,453)**	**(2,825)**	**(2,223)**

(II) Department of Premier and Cabinet Output Groups

Restructure of Output Groups and Outputs

The 2025-26 Budget outlined the department's revised Output structure for 2025-26.

Why the change of Output Groups and Outputs

Output Groups and Outputs were restructured to better represent the delivery areas of the department, with a view to grouping together Outputs which are undertaking similar functions.

Nature and impact of the change

The nature of the change is as follows:

Output Groups

- Output Group 1 - Policy Reform and Government Priorities is renamed (formerly Support for Executive Decision Making), reflecting the abolishment of (and incorporating) Output Group 5 - Security and Emergency Management, Output Group 6 - Local Government, and a portion of Output Group 7 - Community Partnerships and Priorities;
- Output Group 2 - Government System Support is renamed (formerly Government Processes and Services), reflecting the abolishment of (and incorporating) Output Group 4 - State Service Management
- Output Group 3 - Community and Government Service Delivery is renamed (formerly Electronic Services for Government Agencies and the Community), reflecting the abolishment of (and incorporating) the remainder of Output Group 7 - Community Partnerships and Priorities.

Outputs

- Output 1.1 Strategic Policy and Government Priorities has been renamed (formerly Strategic Policy and Advice)
- Output 1.2 Child and Youth Wellbeing has been established (formerly Output 7.4), and incorporates funding for Commission of Inquiry responses from Output 1.1
- Output 1.3 Security and Emergency Management has been established (formerly Output 5.1)

- Output 1.4 Women and the Prevention of Family Violence has been established (formerly Outputs 7.5 and 7.6)
- Output 1.5 Veterans' Affairs has been established (formerly Output 7.7)
- Output 1.6 Aboriginal Affairs has been established (formerly Output 7.8)
- Output 1.7 Disability Services has been established (formerly a portion of Output 7.1)
- Output 1.8 National Disability Insurance Scheme has been established (formerly a portion of Output 7.1)
- Output 1.9 Local Government has been established (formerly Output 6.1)
- Output 2.1 Support Service for Government, Ministerial Parliamentary Offices and Office of the Governor has been renamed (formerly Management of Executive Government Processes), and incorporates the transfer of former Output 2.3 Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor
- Output 2.3 State Service Employment and Management has been renumbered (formerly Output 4.1), reflecting the transfer of former Output 2.3 into Output 2.1
- Output 3.1 Digital Government and Information and Communications Technology (ICT) - Strategy, Policy and Service Delivery has been renamed (formerly Information, Technology and Digital Services Strategy and Policy Development), and incorporates the transfer of former Output 3.3 Delivery of IT Services
- Output 3.3 Community Services has been renumbered (formerly Output 7.2), reflecting the transfer of former Output 3.3 into Output 3.1. Output 3.3 incorporates the transfer of former Output 7.3 Community Development - Policy Advice and Ongoing Community Development.

This change has no impact on financial statements of the department and has consolidated Output Group information into Groups which represent the primary delivery areas of the department.

Comparative figures for 2024-25 have been restated to reflect the restructure of the department's Outputs.

Output group 01 - Policy Reform and Government Priorities

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Income from continuing operations			
Revenue from appropriation	351,979	331,400	352,129
Grants	15,875	14,493	9,939
Sale of goods and services	74	1	8
Other revenue	361	547	1,608
Total revenue from continuing operations	**368,289**	**346,441**	**363,684**
Net gain/(loss) on disposal of Non-Financial Assets	2	(71)	….
Net gain/(loss) on statutory receivables	….	(64)	….
Total income from continuing operations	**368,291**	**346,306**	**363,685**
Expenses from continuing operations			
Employee benefits	20,863	21,463	26,469
Employment expenses	243	366	476
Depreciation and amortisation	295	337	496
Advertising and promotion	….	216	184
Communications	108	45	103
Consultants	1,475	2,124	3,441
Information technology	901	1,428	1,139
Property services	820	1,482	688
Travel and transport	247	400	437
Other supplies and consumables	10,434	6,231	2,779
Grants and transfer payments	332,825	312,907	323,227
Finance costs	....	74	81
Other expenses	113	306	267
Total expenses from continuing operations	**368,324**	**347,379**	**359,787**
Net result from continuing operations	**(33)**	**(1,073)**	**3,897**
Net result	**(33)**	**(1,073)**	**3,897**
Comprehensive Result	**(33)**	**(1,073)**	**3,897**
Expense by output			
1.1 Strategic Policy and Government Priorities	6,629	7,581	6,742
1.2 Child and Youth Wellbeing	11,175	9,933	23,742
1.3 Security and Emergency Management	17,134	17,388	24,525
1.4 Women and the Prevention of Family Violence	25,803	21,424	13,255
1.5 Veterans' Affairs	1,197	876	746
1.6 Aboriginal Affairs	2,814	2,738	2,842
1.7 Disability Services	13,373	11,823	19,835
1.8 National Disability Insurance Scheme	287,194	272,744	265,545
1.9 Local Government	3,005	2,872	2,555
Total	**368,324**	**347,379**	**359,787**

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Net Assets			
Total assets deployed for Output Group 01	3,798	1,263	3,399
Total liabilities incurred for Output Group 01	(9,917)	(6,985)	(7,826)
Net assets deployed for Output Group 01	**(6,119)**	**(5,722)**	**(4,427)**

Output group 02 - Government System Support

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Income from continuing operations			
Revenue from appropriation	20,796	27,081	22,531
Grants	135	124	132
Sale of goods and services	4,581	1,172	1,150
Interest revenue	….	46	….
Other revenue	1,027	1,788	4,700
Total revenue from continuing operations	**26,539**	**30,211**	**28,513**
Net gain/(loss) on disposal of Non-Financial Assets	362	219	….
Net gain/(loss) on statutory receivables	….	1	(16)
Total income from continuing operations	**26,901**	**30,431**	**28,497**
Expenses from continuing operations			
Employee benefits	16,894	19,239	18,681
Employment expenses	506	180	390
Depreciation and amortisation	670	356	356
Advertising and promotion	….	20	144
Communications	135	69	51
Consultants	1,645	620	600
Information technology	2,629	3,424	6,044
Property services	687	2,087	2,559
Travel and transport	237	117	198
Other supplies and consumables	2,551	3,124	2,818
Grants and transfer payments	635	419	1,166
Finance costs	34	52	49
Other expenses	63	471	143
Total expenses from continuing operations	**26,686**	**30,178**	**33,199**
Net result from continuing operations	**215**	**253**	**(4,702)**
Net result	**215**	**253**	**(4,702)**
Comprehensive Result	**215**	**253**	**(4,702)**
Expense by output			
2.1 Support Services for Government, Ministerial Parliamentary Offices and the Office of the Governor	13,757	15,866	16,534
2.2 Principal and Subordinate Legislation	3,849	3,015	2,482
2.3 State Service Employment and Management	9,080	11,297	14,183
Total	**26,686**	**30,178**	**33,199**
Net Assets			
Total assets deployed for Output Group 02	3,548	4,794	3,088
Total liabilities incurred for Output Group 02	(3,653)	(7,054)	(6,095)
Net assets deployed for Output Group 02	**(105)**	**(2,260)**	**(3,007)**

Output group 03 - Community and Government Service Delivery

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Income from continuing operations			
Revenue from appropriation	61,256	64,473	65,660
Sale of goods and services	33,658	32,289	27,972
Other revenue	5,795	6,596	7,565
Total revenue from continuing operations	**100,709**	**103,358**	**101,197**
Net gain/(loss) on disposal of Non-Financial Assets	....	(109)	(2)
Net gain/(loss) on statutory receivables	....	(48)	(287)
Total income from continuing operations	**100,709**	**103,201**	**100,908**
Expenses from continuing operations			
Employee benefits	29,717	33,479	31,945
Employment expenses	602	311	486
Depreciation and amortisation	1,589	1,787	1,637
Advertising and promotion	....	670	218
Communications	16,123	10,678	11,093
Consultants	37	283	483
Information technology	8,500	10,456	9,270
Property services	3,754	3,113	2,353
Travel and transport	291	224	445
Other supplies and consumables	3,369	1,091	1,056
Grants and transfer payments	38,825	34,508	41,395
Finance costs	17	198	192
Other expenses	80	389	311
Total expenses from continuing operations	**102,904**	**97,186**	**100,884**
Net result from continuing operations	**(2,195)**	**6,015**	**24**
Net result	**(2,195)**	**6,015**	**24**
Comprehensive Result	**(2,195)**	**6,015**	**24**
Expense by output			
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery	33,987	28,882	27,969
3.2 Management and Ongoing Development of Service Tasmania	26,613	29,458	27,369
3.3 Community Services	42,304	38,846	45,546
Total	**102,904**	**97,186**	**100,884**
Net Assets			
Total assets deployed for Output Group 03	13,221	28,870	21,665
Total liabilities incurred for Output Group 03	(11,456)	(13,676)	(12,322)
Net assets deployed for Output Group 03	**1,765**	**15,194**	**9,343**

Output 92 - Capital Investment Program

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue - works and services	16,250	13,068	250
Total revenue and other income from transactions	**16,250**	**13,068**	**250**
Expenses from transactions			
Employee benefits	....	1,236	....
Communications	....	1	...
Consultants	....	173	...
Information Technology	....	10,171	10
Property Services	....	159	175
Travel and transport	....	5	....
Other supplies and consumables	....	152	....
Grants and subsidies	250	....	....
Total expenses from transactions	**250**	**11,897**	**185**
Net result from transactions (net operating balance)	**16,000**	**1,171**	**65**
Net Result	**16,000**	**1,171**	**65**
Comprehensive Result	**16,000**	**1,171**	**65**
Expense by project			
Service Tasmania Shops Capital Investment	250	36	185
Human Resources Transformation Project	....	11,862	....
Total	**250**	**11,898**	**185**
Net assets			
Total assets deployed for Capital Investment Program	16,251	1,807	65
Total liabilities incurred for Capital Investment Program	....	(537)	....
Net assets deployed for Capital Investment Program	**16,251**	**1,270**	**65**

2.2 Reconciliation of total output groups comprehensive result to Statement of Comprehensive Income

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Total comprehensive result of Output Groups	**13,529**	**5,904**	**734**
Net comprehensive result for Output 6.2 – State Planning Office	….	….	89
Net comprehensive result for Output 7.9 – Aboriginal Heritage Tasmania	….	….	293
Comprehensive result	**13,529**	**5,904**	**1,116**

2.3 Reconciliation of total output groups net assets to Statement of Financial Position

	2026 Actual $'000	2025 Actual $'000
Total net assets deployed for Output Groups	**5,657**	**(248)**
Net Assets	**5,657**	**(248)**

2.4 Administered Output Schedule

Budget information refers to original estimates.

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Administered income			
Revenue from appropriation	8,674	8,729	98,698
Total administered income	**8,674**	**8,729**	**98,698**
Administered expenses from continuing operations			
Grant and subsidies	8,674	8,729	98,698
Total administered expenses	**8,674**	**8,729**	**98,698**
Administered net result	**….**	**….**	**….**

NOTE 3 | Expenditure under Australian Government Funding Arrangements

	State Funded		Australian Government Funding	
	2026 Actual $'000	2025 Actual $'000	2026 Actual $'000	2025 Actual $'000
National Partnership Program				
Environment				
Management of the World Heritage Values of Tasmanian Wilderness	….	….	….	541
Recreational Fishing and Camping Facilities	….	….	100	….
Regional Drought Resilience Planning	412	44	392	490
Disaster Ready Fund	17	….	5,730	2,852
Community Services (including Disability)				
Accessible Australia - Changing Places	361	….	346	78
Municipal and Essential Services Transition Fund (Cape Barron Island)	….	….	….	7
Family, Domestic and Sexual Violence Support	….	….	3,773	1,630
Family, Domestic and Sexual frontline and community sector workers support	….	….	4,152	4,401
Housing				
Social Housing Accelerator Payment	….	….	….	1,144
Total	**790**	**44**	**14,493**	**11,143**

NOTE 4 | Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2025-26 Budget Papers.

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

4.1 Statement of comprehensive income

	Notes	Budget $'000	Actual $'000	Variance $'000	Variance %
Appropriation revenue – Capital	a)	16,250	13,068	(3,182)	(20)
Other revenue from Government	b)	15,060	13,348	(1,712)	(11)
Grants revenue	c)	17,150	14,617	(2,533)	(15)
Sales of goods and services	d)	38,313	33,464	(4,849)	(13)
Other revenue	e)	7,406	9,379	1,973	27
Employee benefits	f)	93,698	107,616	13,918	15
Depreciation and amortisation	g)	3,682	4,649	967	26
Other expenses	h)	632	1,944	1,312	208

Notes to Statement of Comprehensive Income variances

a) The lower than budgeted Appropriation revenue - capital reflects a rollover of funding under section 23 of the *Financial Management Act 2016* for the Human Resources Information System project.

b) The lower than budgeted Other revenue from government reflects Rollovers declared as savings in 2025-26 for the Security and Emergency Management output.

c) The lower than budgeted Grants revenue is the result of lower than expected claims against National Partnership Arrangement funding held by the Finance-General Division of the Department of Treasury and Finance.

d) The lower than budgeted Sales of goods and services primarily reflects lower than expected revenue in Output 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery.

e) The higher than budgeted Other revenue reflects higher receipts related to the Gambling Support Program funded from the Community Support Fund administered by the Department of Treasury and Finance.

f) The higher than budgeted Employee benefits reflects higher salary costs and termination benefits primarily related to the Ministerial and Parliamentary Support output group ($7.6 million), the Management and Ongoing Development of Service Tasmania output ($4.1 million), and the Support Services for Government, Ministerial Parliamentary Offices and the Office of the Governor output ($2.0 million).

g) The higher than budgeted Depreciation and amortisation expenditure primarily reflects higher than expected Depreciation for Ministerial and Parliamentary Support related to Right-of-Use Assets for Electorate Office leases ($1.0 million).

h) The higher than budgeted Other expenses reflect higher Tasmanian Risk Management Fund contributions related to the department's Workers Compensation premium for 2025-26.

4.2 Statement of financial position

Budget estimates for the 2025-26 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2024-25. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2025-26. The following variance analysis therefore includes major movements between 2025-26 Budget to Actual balances and between the 30 June 2025 and 30 June 2026 actual balances.

	Notes	Budget $'000	Actual $'000	Variance $'000	Variance %
Cash and cash equivalents	a)	8,234	11,983	8,702	3,749
Receivables	b)	6,187	7,475	5,334	1,288
Property, plant, equipment and leasehold improvements	c)	2,709	6,298	6,261	3,589
Right-of-use assets	d)	11,572	13,554	13,443	1,982
Intangibles	e)	17,935	2,875	2,987	(15,060)
Other non-financial assets	f)	3,602	7,590	4,042	3,988
Payables	g)	6,435	2,832	1,966	(3,603)
Employee benefits liabilities	h)	21,433	23,890	23,243	2,457
Lease liability	i)	12,993	16,018	14,648	3,025
Accumulated funds	j)	8,431	5,200	(705)	(3,231)

Notes to Statement of Financial Position - Budget variances

Variations are primarily due to:

a) Higher than expected cash balance primarily related to Output Group 3 - Community and Government Service Delivery due to revenue collected to fund committed projects such as the ongoing deliver of whole-of-government IT services, ongoing delivery of services by Service Tasmania and the Gambling Support Program.

b) Higher receivables related to the recognition of a Finance Sub-lease receivable during 2025-26 ($1.1 million).

c) Higher than budgeted leasehold improvement assets related to Ministerial and Electorate offices ($2.4 million) and various higher than budgeted leasehold improvement assets across other Outputs.

d) Higher than budgeted Right-of-use assets primarily related to Service Tasmania shops ($2.7 million) and Ministerial and Parliamentary Support electorate offices ($1.4 million), offset by the derecognition of a Right-of-use asset for Output 2.3 State Service Employment and Management ($1.9 million).

e) The lower than budgeted Intangibles is primarily due to the Human Resources Transformation Program with the 2025-26 Budget outlining this program as an Intangibles asset acquisition. The department has subsequently received accounting advice that accounting standards will require this project to be primarily expensed through supplies and consumables.

f) Higher than anticipated prepayments mainly related to software licences and Information Technology consultancies for Output 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery and the Human Resources Transformation Project.

g) Payables are lower than Budget due to higher budget estimates primarily related to Output 1.4 Women and the Prevention of Family Violence ($3.4 million).

h) Employee benefits are higher than Budget due to accrued salaries ($1.0 million) primarily related to an additional day of accrual in 2025-26 and long service leave liability ($0.7 million) primarily related to higher than budgeted leave balances.

i) Higher than budgeted leases related to Service Tasmania shops ($2.5 million) and Ministerial and Parliamentary Services Electorate Offices ($1.0 million).

j) Lower than budgeted accumulated funds reflects higher than budgeted liabilities ($2.3 million) and lower than budgeted assets ($0.5 million).

Notes to Statement of Financial Position - Actual variances

Variations are primarily due to:

a) Higher cash balances primarily related to Output Group 3 - Community and Government Service Delivery due to revenue collected to fund committed projects such as the ongoing deliver of whole-of-government IT services, ongoing delivery of services by Service Tasmania and the Gambling Support Program and Output 2.1 Support Services for Government, Ministerial Parliamentary Offices and the Office of the Governor due to committed projects supporting delivery of services under this output.

b) Higher accrued revenue ($1.1 million) and the recognition of a Finance Sub-lease receivable during 2025-26 ($1.1 million).

c) Higher than anticipated prepayments mainly related to software licences and Information Technology consultancies for Output 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery and the Human Resources Transformation Project.

d) Increases in accrued expenses, including a one-off accrued expense for the Tasmanian Health Service Lifting Literacy Program ($0.5 million).

e) Increases in the department's long service leave liability ($0.4 million) primarily due to higher probabilities of employees reaching 10 years of continuous service in 2025-26 compared to the prior year.

f) Increases in leases reflect new or renewed leases related to Ministerial and Parliamentary Services Electorate Offices ($0.9 million) and Service Tasmania shops ($0.6 million).

g) The department's comprehensive result as outlined in the Statement of Comprehensive result ($5.9 million).

4.3 Statement of cash flows

		Notes	Budget $'000	Actual $'000	Variance $'000
Appropriation receipts – Capital	a)	16,250	13,068	(3,182)	(20)
Appropriation receipts – Rollovers	b)	15,060	13,348	(1,712)	(11)
Grants – continuing operations	c)	17,150	14,583	(2,567)	(15)
Sales of goods and services	d)	38,355	33,518	(4,837)	(13)
GST receipts	e)	24,443	13,862	(10,851)	(43)
Other cash receipts	f)	7,406	11,017	3,611	49
Employee benefits	g)	(93,545)	(107,075)	13,530	14
GST payments	h)	(24,255)	(14,183)	(10,072)	(42)
Supplies and consumables	i)	(61,955)	(72,974)	11,019	18
Other expenses	j)	(631)	(1,797)	1,166	185
Payment for acquisition of non-financial assets	k)	(16,122)	(2,601)	(13,521)	(84)

Notes to Statement of Cash Flows variances

b) The lower than budgeted Appropriation revenue - capital reflects a rollover of funding under section 23 of the *Financial Management Act 2016* for the Human Resources Information System project.

c) The lower than budgeted Appropriation receipts - Rollovers reflects Rollovers declared as savings in 2025-26 for the Security and Emergency Management output.

d) The lower than budgeted Grants – continuing operations is the result of lower than expected claims against National Partnership Arrangement funding held by the Finance-General Division of the Department of Treasury and Finance.

e) The lower than budgeted Sales of goods and services primarily reflects lower than expected revenue in Output 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery.

f) The variance in GST receipts reflects actual GST credits received from the Australian Taxation Office (ATO) and is lower due to overestimates in the Budget primarily related to Output 1.7 Disability Services.

g) The higher than budgeted Other revenue primarily reflects higher receipts related to the Gambling Support Program funded from the Community Support Fund administered by the Department of Treasury and Finance.

h) The higher than budgeted Employee benefits reflects higher salary costs and termination benefits related to the Ministerial and Parliamentary Support output group.

i) The variance in GST payments reflects actual GST payments to the ATO and is lower due to overestimates in the Budget primarily related to Output 1.7 Disability Services.

j) The higher than budgeted Supplies and consumables primarily reflects higher software licence, hardware and Information Technology costs related to the Human Resources Transformation Project (which was budgeted as payment for acquisition of non-financial assets) and Output 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy and Service Delivery.

k) The higher than budgeted Other expenses reflects higher Tasmanian Risk Management Fund contributions related to the department's Workers Compensation premium for 2025-26.

l) The lower than budgeted Payment for the acquisition of non-financial assets is primarily due to the Human Resources Transformation Program with the 2025-26 Budget outlining this program as an Intangibles asset acquisition. The department has recognised this project as an expense in accordance with the Australian Accounting Standards.

NOTE 5 | Underlying Net Result

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

For this reason, the Net result from continuing operations is adjusted to remove the effects of funding for capital projects.

	Notes	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Net result from transactions (net operating balance)		**13,529**	**5,904**	**1,114**
Less impact of:				
Non-operational capital funding				
Revenue from Government - capital	6.1	16,250	13,068	250
Total		**16,250**	**13,068**	**250**
Underlying Net operating balance		**(2,721)**	**(7,164)**	**864**

NOTE 6 | Revenue

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

Income is recognised in accordance with the requirements of Australian Accounting Standards Board (AASB) 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15.

6.1 Revenue from Government

Appropriations, whether operating or capital, are recognised as revenues in the year in which the department gains control of the appropriated funds as they do not contain enforceable and sufficiently specific obligations as defined by AASB 15. Except for any amounts identified as carried forward, control arises in the year of appropriation.

Revenue from government includes revenue from appropriations, unexpended appropriations rolled over under section 23 of the *Financial Management Act 2016* and Items Reserved by Law.

Section 23 of the *Financial Management Act 2016* allows for an unexpended appropriation at the end of the financial year, as determined by the Treasurer, to be issued and applied from the Public Account in the following financial year. The amount determined by the Treasurer must not exceed five per cent of an Agency's appropriation for the financial year.

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Continuing operations			
Appropriation revenue - Operating			
Current year	451,111	451,668	476,442
Items Reserved by Law:			
Child Safety Reform Implementation Monitor Act 2024	….	….	186
Parliamentary Salaries, Superannuation and Allowances Act 2012	379	267	373
	451,490	**451,935**	**477,001**
Appropriation revenue - capital			
Appropriation revenue - works and services	16,250	13,068	250
Other revenue from Government			
Appropriation Rollover under section 23 of the *Financial Management Act 2016*	15,060	13,348	7,673
Total revenue from Government	**482,800**	**478,351**	**484,924**

6.2 Grants

Grants revenue, where there is a sufficiently specific performance obligation attached, are recognised when the department satisfies the performance obligation and transfers the promised goods or services. The department typically satisfies its performance obligations when the funds were expended for the projects.

Grants revenue without a sufficiently specific performance obligation are recognised when the department gains control of the asset (typically Cash).

Grants with sufficiently specific performance obligations

	2026 Actual $'000	2025 Actual $'000
Disaster Ready Fund	5,730	3,063
Family, Domestic and Sexual Violence Frontline and Community Sector Workers	4,152	4,402
Family, Domestic and Sexual Violence Support	3,773	1,630
Regional Drought Resilience Planning	392	515
Changing Places Implementation	346	78
National Australia Day Council	124	132
Recreational Fishing and Camping Facilities Grant Program	100	….
Social Housing Accelerator Payment	….	1,144
Management of the World Heritage Values of the Tasmanian Wilderness	….	541
Australian Institute for Health and Welfare	….	245
Municipal and Essential Services Transition Fund (Cape Barren Island)	….	7
Total	**14,617**	**11,757**

6.3 Sales of goods and services

Revenue from Sales of goods are recognised when the department satisfies a performance obligation by transferring the goods or services to the customer.

The following goods and services are provided by the department:

- Digital Services (includes TASINET charges, Computing Services and Network Tasmania contract management) provided by Digital Strategy and Services
- Training Services provided by the Tasmanian Training Consortium
- Transaction Processing Services provided by Service Tasmania.

The department recognises revenue associated with performance obligations in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

	2026 Actual $'000	2025 Actual $'000
Sale of goods and services		
TASINET charges	17,570	18,537
Computing Services[1]	8,378	3,155
Service Tasmania transaction fees and contributions	3,996	3,635
Network Tasmania (NT) contract management	1,868	2,620
Training Services	1,089	985
Other	563	197
Total	**33,464**	**29,129**

Note:

1. The increase in Computing Services reflects higher licencing costs charged by the department's Digital Strategy and Services Team during 2025-26.

6.4 Other revenue

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

	2026 Actual $'000	2025 Actual $'000
Other revenue		
Transfers from other agencies	5,219	3,486
Recoveries and reimbursements	3,096	4,852
Salary reimbursements	654	844
Paid parental leave	168	76
Donations and Contributions[1]	100	5,351
Other	96	22
Interest revenue	46	….
Total	**9,379**	**14,631**

Notes:

1. Includes fair value of assets transferred at no cost to the department, which was shown separately as Contributions received in 2024-25.

NOTE 7 | Expenses

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

7.1 Employee benefits

(a) Employee expenses

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

	2026 $'000	2025 $'000
Wages and salaries	80,434	83,142
Superannuation - defined contribution scheme	10,286	10,027
Annual leave	6,677	7,236
Sick leave	3,567	3,403
Superannuation - defined benefit scheme	2,574	2,834
Long service leave	2,115	1,950
Other post-employment benefits	1,744	620
Other employee expenses	219	211
Total	**107,616**	**109,423**

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 12 per cent (2024-25: 11.5 per cent) of salary. In addition, departments are also required to pay into the Public Account a “gap” payment equivalent to 3.45 per cent (2023-24: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

Superannuation expenses relating to defined benefit schemes relate to payments into the Public Account. The amount of the payment is based on a department contribution rate determined by the Treasurer, on the advice of the State Actuary. The current department contribution is 12.95 per cent (2023-24: 12.95 per cent) of salary.

(b) Remuneration of key management personnel

Key management personnel

	Short-term benefits		Long-term benefits			
2026	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Kathrine Morgan-Wicks Secretary	706	26	85	(27)	….	**790**
Shane Gregory[2] Associate Secretary (ceased 7 March 2026)	301	(19)	36	23	….	**341**
Noelene Kelly[3] Acting Chief Operations Officer	287	29	35	15	….	**366**
Glen Dean Chief Financial Officer (commenced 14 July 2025)	153	44	20	65	….	**282**
Mellissa Gray Deputy Secretary Policy and Reform	285	18	34	5	….	**342**
Mathew Healey Deputy Secretary Strategy and Delivery	295	44	37	6	….	**382**
Lisa Howes Chief Governance and Risk Officer	236	18	28	10	….	**292**
Courtney Hurworth Chief Reform Lead – Keeping Children Safe	248	8	30	(28)	….	**258**
Courtney Ingham Director Executive Government Services	124	19	15	(4)	….	**154**

	Short-term benefits		Long-term benefits			
2026	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Amanda Russell Director State Service Management Office	288	43	37	(9)	….	**359**
Justin Thurley Chief Information Officer	234	31	28	9	….	**302**

Notes:

1. Termination benefits include payment of leave balances on separation and any other termination benefit paid.
2. Mr Gregory transferred on a temporary basis to Department of State Growth from 7 March 2026. Mr Gregory's salary is paid by the Department of Premier and Cabinet (DPAC) and reimbursed by Department of State Growth. All other benefits remain with DPAC. The disclosure of salary and superannuation is from 1 July 2025 to 7 March 2026 only, while all other benefits are 1 July 2025 to 30 June 2026.
3. Ms Kelly's substantive position is Deputy Secretary Community and Government Services which is also a key management position. Ms Kelly acted as Chief Operations Officer from 7 March 2026 and was acting in this position at 30 June 2026. No acting arrangements were in place for the position of Deputy Secretary Community and Government Services during this period.

Acting Key management personnel

	Short-term benefits		Long-term benefits			
2026	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Melanie Brown Acting Director Executive Government Services (ceased 11 January 2026)	96	(4)	11	6	….	**109**
Samantha Gunner Acting Chief Reform Lead – Keeping Children Safe (27 January 2026 - 6 March 2026)	25	1	3	(2)	….	**27**
Adrian Lockley Acting Chief Financial Officer (ceased 13 July 2025)	5	….	1	….	….	**6**
Andrew Wilford Deputy Secretary Community and Government Services (6 August 2025 - 12 September 2025)	27	2	3	3	….	**35**
Jodi Willcox Deputy Secretary Policy and Reform (2 January 2026 - 9 February 2026)	32	4	4	3	….	**43**
Total	**3,342**	**264**	**407**	**75**	**….**	**4,088**

Notes:

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

Key management personnel

	Short-term benefits		Long-term benefits			
2025	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Kathrine Morgan-Wicks Secretary	685	32	79	(33)	….	**763**
Shane Gregory Associate Secretary (commenced 12 August 2024)	397	62	46	36	….	**541**
Noelene Kelly Deputy Secretary Community and Government Services	263	22	34	12	….	**331**
Mellissa Gray Deputy Secretary Policy and Reform	263	32	30	(18)	….	**307**
Mathew Healey Deputy Secretary Strategy and Delivery	268	55	35	17	….	**375**
Amanda Russell Director State Service Management Office	275	28	36	18	….	**357**
Lisa Howes Chief Governance and Risk Officer	223	15	26	6	….	**270**
Jacqueline Wilson[2] Chief Financial Officer (ceased 28 March 2025)	148	(4)	17	(63)	….	**98**
Justin Thurley Chief Information Officer	223	31	26	….	….	**280**
Courtney Hurworth Chief Reform	229	(2)	27	25	….	**279**

	Short-term benefits		Long-term benefits			
2025	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Lead – Keeping Children Safe						
Courtney Ingham Director Executive Government Services	113	26	13	5	….	**157**

Acting Key management personnel

	Short-term benefits		Long-term benefits			
2025	**Salary $'000**	**Other Benefits and Annual Leave $'000**	**Super-annuation $'000**	**Other Benefits and Long Service Leave $'000**	**Termi-nation Benefits[1] $'000**	**Total $'000**
Jodi Willcox Acting Deputy Secretary Policy and Reform (20 December 2024 – 10 February 2025)	31	5	4	1	….	**41**
Adrian Lockley Acting Chief Financial Officer (31 March 2025 – 30 June 2025	32	(4)	5	1	….	**34**
Samantha Gunner Acting Chief Reform Lead – Keeping Children Safe (18 April 2025 – 26 May 2025)	22	4	3	5	….	**34**
Melanie Brown Acting Director Executive and Government Services (13 January 2025 – 30 June 2025)	81	(1)	9	2	….	**91**
Total	**3,253**	**301**	**390**	**14**	**….**	**3,958**

Notes:

1. Termination benefits include payment of leave balances on separation and any other termination benefit paid.
2. Ms Jacqueline Wilson transferred to another agency and her long service leave and recreation leave liability was derecognised upon transfer, causing negative balances for 2024-25.

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

Remuneration during 2025-26 for key management personnel is set by the *State Service Act 2000.* Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other

non-monetary benefits. Long-term employee expenses include long service leave and superannuation obligations.

Acting Arrangements

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

Terminations

Termination benefits include all forms of benefit paid or accrued as a consequence of termination, including Annual leave and Long service leave paid out on termination.

(c) Remuneration of Ministers

	Short-term benefits		Long-term benefits			
2026	Salary $'000	Other Benefits $'000	Super-annuation $'000	Post-Employment Benefits $'000	Other Benefits & Long-Service Leave $'000	Total $'000
Ministers	3,528	211	342	….	….	**4,082**
Total	**3,528**	**211**	**342**	**….**	**….**	**4,082**

	Short-term benefits		Long-term benefits			
2025	Salary $'000	Other Benefits $'000	Super-annuation $'000	Post-Employment Benefits $'000	Other Benefits & Long-Service Leave $'000	Total $'000
Ministers	3,243	165	311	….	….	3,719
Total	**3,243**	**165**	**311**	**….**	**….**	**3,719**

All Ministerial Salaries and Allowances are paid by the House of Assembly or Legislative Council and are not represented in these Statements other than within this table.

(d) Related party transactions

There are no significant related party transactions requiring disclosure for 2025-26.

7.2 Depreciation and amortisation

All non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential.

The depreciable amount of improvements to or on leaseholds is allocated progressively over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is reasonably certain.

Key estimate and judgement

Depreciation is provided for on a straight-line basis, using rates which are reviewed annually.

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

Depreciation	Depreciation Period	2026 $'000	2025 $'000
Information Technology Equipment	3-5 years	142	123
Leasehold improvements	Over the life of the lease or 10 years	1,136	807
Plant and equipment	10 years	3	2
Right-of-use assets	Over the life of the lease	2,131	2,110
Total		**3,412**	**3,042**

Amortisation		2026 $'000	2025 $'000
Intangible assets	3 years	1,237	1,124
Total		**1,237**	**1,124**
Total Depreciation and amortisation		**4,649**	**4,166**

7.3 Supplies and consumables

	2026 $'000	2025 $'000
Information technology[1]	25,882	17,025
Communications	11,066	11,419
Lease expense[2]	7,831	7,794
Contractors, training fees and expenses[1]	5,474	2,167
Other supplies and consumables	3,776	3,322
Consultants	3,244	4,537
Property services	2,048	1,888
Travel and transport	1,952	1,810
Minor equipment purchases and maintenance	1,845	1,626
Advertising and promotion	1,266	900
Printing and information	985	676
Sitting fees	767	965
Training and conferences	597	738
Meetings/committee expenses	319	461
Materials and supplies	296	322
Recruitment	139	537
Entertainment	114	103
Audit fees - financial audit[3]	106	100
Total	**67,707**	**56,390**

Notes:

1. Increased expenditure relates to the delivery of the Human Resources Transformation Project.
2. Lease expense includes lease rentals for short-term leases, lease of low-value assets and variable lease payments. Refer to note 9.2 for breakdown of lease expenses and other lease disclosures.
3. Audit fees paid or payable to Audit Tasmania for the audit of the department's financial statements were $106,000 (2024-25 $100,000).

7.4 Grants, subsidies and transfer payments

Grants, subsidies and transfer payments expenditure is recognised to the extent that:

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

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

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

	2026 $'000	2025 $'000
National Disability Insurance Scheme	272,744	265,545
Family Violence and Family Assistance programs	25,553	13,232
Community Sector Organisation grants (including Peak Body Funding)	19,552	18,301
Election Commitment Grants (2024 Election)	10,053	19,869
Disaster Ready Fund grants and transfers	5,261	55
Disability Services	2,856	7,909
Child and Youth Wellbeing and Keeping Children Safe	2,547	14,203
Resilience and Recovery Grants	2,281	7,909
Emergency Food Relief Grants	2,130	1,195
Other grants, subsidies and transfer payments	1,548	4,172
Closing the Gap	1,375	1,215
Transfers to other State Government entities	642	1,492
Local Government grants	515	….
Veterans' Affairs grants	501	10
Premier's Discretionary Fund	283	391
Emergency Food Grant Fund – Severe Weather Event 2024	….	10,515
Housing Tasmania – Social Housing	….	1,144
Election Commitment Grants (2021 Election)	….	310
Strategic Regional Partnership	….	6
Total	**347,841**	**367,472**

7.5 Other expenses

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services.

All interest on lease liabilities is expensed as incurred using the effective interest method.

The interest rate used for leases where the interest rate is not implicit in the lease is the Tascorp Indicative Lending rate including the relevant administration margin.

	2026 $'000	2025 $'000
Workers Compensation Premiums	964	568
Interest on lease liabilities	778	743
Contributions Provided – Rapid Antigen Tests	100	206
Transfers to the Public Account	54	14
Other Financial Assistance	47	40
Ex-gratia Payments[1]	1	....
Total	**1,944**	**1,571**

Note:

1. Relates to three ex-gratia payments made to Service Tasmania customers in recognition of losses incurred.

NOTE 8 | Assets

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

8.1 Receivables

Receivables are initially recognised at the face value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price. Receivables are recorded inclusive of GST (where applicable).

Receivables are held with the objective of collecting the contractual cash flows and are subsequently measured at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. An allowance for expected credit losses is recognised for all debt financial assets. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

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

For ageing analysis of financial assets, refer to note 12.

	2026 $'000	2025 $'000
Receivables	9,431	7,178
Less Expected credit loss provision	(1,956)	(1,844)
Total	**7,475**	**5,334**
Sale of goods receivable (Inclusive of GST)	88	74
Tax assets	747	841
Other receivables	2,593	2,575
Accrued revenue	2,936	1,844
Receivable Sublease	1,111	....
Total	**7,475**	**5,334**
Settled within 12 months	6,475	5,334
Settled in more than 12 months	1,000	....
Total	**7,475**	**5,334**

a) Reconciliation of movement in expected credit loss for receivables

The recognition of a provision for expected credit loss reflects the department's estimate of losses related to COVID-19 quarantine accommodation debtors transferred from the former Department of Communities Tasmania, Delivery of IT Services, Service Tasmania and Emergency grants claimed incorrectly.

	2026 $'000	2025 $'000
Carrying Amount at 1 July	1,844	1,541
Increase/(decrease) in provision recognised in profit or loss	112	303
Amounts written off during the year	….	….
Amounts recovered during the year	….	….
Total	**1,956**	**1,844**

8.2 Property, plant, equipment and leasehold improvements

Key Estimates and Judgements

(i) Valuation basis

Property, plant, equipment, and leasehold improvement assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses. All assets within a class of assets are measured on the same basis.

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

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

(ii) Subsequent costs

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

(iii) Asset recognition threshold

The asset capitalisation threshold adopted by the department for all classes of assets is $10,000.

Assets valued at less than the threshold amount are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

a) Carrying amount

	2026 $'000	2025 $'000
Leasehold improvements		
At cost	10,528	9,200
Less: Accumulated depreciation	(4,440)	(3,319)
Total	**6,088**	**5,881**
Plant, equipment and vehicles		
At cost	34	34
Less: Accumulated depreciation	(13)	(10)
Total	**21**	**24**
Information Technology Equipment		
At cost	1,609	1,545
Less: Accumulated depreciation	(1,428)	(1,285)
Total	**181**	**260**
Work in progress		
Leasehold improvements at cost	8	96
Total	**8**	**96**
Total Property, plant and equipment	**6,298**	**6,261**

b) Reconciliation of movements

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

2026	Leasehold improvements $'000	Plant, equipment & vehicles $'000	Information technology equipment $'000	Work in progress $'000	Total $'000
Carrying value at 1 July	**5,881**	**24**	**260**	**96**	**6,261**
Additions	1,405	….	63	8	1,476
Disposals	(151)	….	….	(8)	(159)
Transfers between asset classes	88	….	….	(88)	….
Depreciation and amortisation	(1,136)	(3)	(142)	….	(1,281)
Carrying value at 30 June	**6,088**	**21**	**181**	**8**	**6,298**

2025	Leasehold improvements $'000	Plant, equipment & vehicles $'000	Information technology equipment $'000	Work in progress $'000	Total $'000
Carrying value at 1 July	**3,131**	**….**	**160**	**681**	**3,971**
Additions	2,881	26	223	96	3,227
Disposals	(8)	....	….	….	(8)
Net transfers	681	....	….	(681)	….
Depreciation and amortisation	(804)	(2)	(123)	….	(929)
Carrying value at 30 June	**5,881**	**24**	**260**	**96**	**6,261**

8.3 Right-of-use-assets

AASB 16 requires the department to recognise a Right-of-Use asset, where it has control of the underlying asset over the lease term. A Right-of-Use asset is measured at the present value of initial lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The department has elected not to recognise Right-of-Use assets and lease liabilities arising from short term leases, rental arrangements for which Finance General has substantive substitution rights over the assets and leases for which the underlying asset is of low value. Substantive substitution rights relate primarily to office accommodation. An asset is considered low value when it is expected to cost less than $10 000.

Right-of-Use assets are depreciated over the shorter of the assets useful life and the term of the lease. Where the department obtains ownership of the underlying leased asset or if the cost of the Right-of-Use asset reflects that the department will exercise a purchase option, the department depreciates the Right-of-Use asset overs its useful life.

2026	Buildings $'000	Plant and Equipment $'000	Total $'000
Carrying value at 1 July	13,332	111	13,443
Additions	3,698	….	3,698
Disposals	(1,345)	(111)	(1,456)
Depreciation and amortisation	(2,131)	….	(2,131)
Carrying value at 30 June	13,554	….	13,554

2025	Buildings $'000	Plant and Equipment $'000	Total $'000
Carrying value at 1 July	9,543	82	9,625
Additions	6,415	56	6,471
Disposals	(544)	….	(544)
Depreciation and amortisation	(2,082)	(27)	(2,109)
Carrying value at 30 June	13,332	111	13,443

8.4 Prepayments

Prepayments are recognised when they occur and are measured at the nominal amount.

a) Carrying amount

	2026 $'000	2025 $'000
Prepayments	7,590	4,042
Total	**7,590**	**4,042**
Recovered within 12 months	7,590	4,042
Recovered in more than 12 months	....	....
Total Prepayments	**7,590**	**4,042**

b) Reconciliation of movements

2026	Prepayments $'000	Total $'000
Carrying amount at start of year	**4,042**	**4,042**
Additions	7,590	7,590
Settlements	(4,042)	(4,042)
Carrying amount at 30 June	**7,590**	**7,590**

2025	Prepayments $'000	Total $'000
Carrying amount at start of year	**3,459**	**3,459**
Additions	4,042	4,042
Settlements	(3,459)	(3,459)
Carrying amount at 30 June	**4,042**	**4,042**

NOTE 9 | Liabilities

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

9.1 Employee benefits liability

Key estimate and judgement

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

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

	2026 $'000	2025 $'000
Accrued salaries	3,556	3,227
Recreational Leave	7,949	8,064
Long Service Leave	12,330	11,880
Other - Provision for State Service Accumulated Leave Scheme (SSALS)	55	72
Total	**23,890**	**23,243**
Settled within 12 Months	12,770	12,774
Settled in more than 12 Months	11,120	10,469
Total	**23,890**	**23,243**

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

9.2 Lease liabilities

A lease liability is measured at the present value of the lease payments that are not paid at that date. The discount rate used to calculate the present value of the lease liability is the rate implicit in the lease. Where the implicit rate is not known and cannot be determined the Tascorp indicative lending rate including the relevant administration margin is used.

The department has elected not to recognise Right-of-Use assets and lease liabilities arising from short-term leases, rental arrangements for which Finance-General has substantive substitution rights over the assets and leases for which the underlying asset is of low-value. Substantive substitution rights relate primarily to office accommodation. An asset is considered low-value when it is expected to cost less than $10,000.

The department holds Right-of-use assets and Lease liabilities over buildings. These leases relate to Electorate Offices for Members of the House of Assembly, Service Tasmania Service Centres and other office accommodation not meeting the Department of Treasury and Finance whole-of-government thresholds.

The department recognises leases to full term including any options; however, this is reviewed on a lease-by-lease basis annually.

Any leases managed centrally by the Department of Treasury and Finance where the department is a tenant are disclosed as Commitments (see note 10.1).

	2026 $'000	2025 $'000
Current		
Lease Liabilities - Buildings	1,815	1,831
Lease Liabilities - Plant and equipment	….	35
Lease Liabilities - Current	**1,815**	**1,866**
Non -current		
Lease Liabilities - Buildings	14,202	12,703
Lease Liabilities - Plant and equipment	….	79
Lease Liabilities - Non Current	**14,202**	**12,782**
Total	**16,017**	**14,648**

Maturity analysis of lease liabilities

	2026 $'000	2025 $'000
One year or less	2,649	2,605
From one to five years	8,792	7,574
More than five years	8,890	8,406
Total	**20,331**	**18,585**

The lease liability in the maturity analysis is presented using undiscounted contractual amounts before deducting finance charges.

The following amounts are recognised in the Statement of Comprehensive Income

	2026 $'000	2025 $'000
Interest on lease liabilities included in note 7.5	778	743
Lease expenses included in note 7.3:		
• Leased Vehicles	995	918
• Properties - Treasury	6,193	6,476
• Short term leases	39	54
• Lease of low-value assets	180	111
Net expenses from leasing activities	**8,185**	**8,302**

NOTE 10 | Commitments and contingencies

10.1 Commitments

Commitments represent those contractual arrangements entered by the department that are not reflected in the Statement of Financial Position.

Leases are recognised as Right-of-Use assets and lease liabilities in the Statement of Financial Position, excluding short term leases and leases for which the underlying asset is of low value, which are recognised as an expense in the Statement of Comprehensive Income.

	2026 $'000	2025 $'000
By Type		
Commitments held with Finance-General		
Major office accommodation	**50,090**	**63,997**
Motor vehicle fleet (base usage charge)	**2,008**	**1,627**
Total operating lease commitments	**52,098**	**65,624**
Other commitments		
Short-term and/or low-value leases	256	318
Grants	55,671	76,824
National Disability Insurance Scheme Bilateral agreement	….	964,224
Total other commitments	**55,927**	**1,041,366**
Total Commitments (including GST)	**108,025**	**1,106,990**
By maturity		
Commitments held with Finance-General		
One year or less	6,595	7,440
From one to five years	23,114	26,086
More than five years	22,389	32,097
Total commitments held with Finance-General	**52,098**	**65,624**
Other commitments		
One year or less	37,358	356,382
From one to five years	18,569	684,984
More than five years	….	….
Total other commitments	**55,927**	**1,041,366**
Total Commitments (including GST)	**108,025**	**1,106,990**

Commitments held with Finance-General

Motor Vehicles

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

Major Office Accommodation

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

Other Commitments

Photocopiers

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

Water Coolers

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

Grants

- Grant payments are determined at the time of grant agreement and are paid in accordance with the payment schedule in the grant deed.

National Disability Insurance Scheme Bilateral agreement

- Responsibility for the Bilateral agreement transferred from the department to the Department of Health from 2 July 2026. The Governor issued *Administrative Arrangements Amendment Order (No. 3) 2026* on 9 June 2026.

10.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation. There are no contingent assets or liabilities at 30 June 2026.

NOTE 11 | Cash Flow Reconciliation

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

11.1 Cash and cash equivalents

Cash and cash equivalents includes the balance of the Specific Purpose Accounts held by the department, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

Special Purpose Account balances

	2026 $'000	2025 $'000
S520 Department of Premier and Cabinet Operating Account	11,983	8,702
Total Cash and cash equivalents	**11,983**	**8,702**

11.2 Reconciliation of net result to net cash from operating activities

	2026 $'000	2025 $'000
Net result	5,904	1,114
Other (gain)/loss on non-financial assets	39	6
Depreciation and amortisation	4,649	4,166
Expected credit loss	112	303
Decrease (increase) in Receivables	(24)	500
Decrease (Increase) in Tax assets	94	(23)
Decrease (Increase) in Accrued revenue	(1,092)	583
Decrease (Increase) in Prepayments	(3,548)	(600)
Increase (Decrease) in Employee Benefits	647	973
Increase (Decrease) in Accrued Expenses	866	(4,655)
Increase (Decrease) in Contract Liabilities	219	255
Administrative Restructure change in Employee benefits taken directly to equity	….	793
Administrative Restructure change in Intangibles taken directly to equity	….	(65)
Net cash from (used by) operating activities	**7,866**	**3,350**

11.3 Acquittal of Capital Investment

The department received Capital Appropriation funding and revenues from Special Capital Investment Funds to fund specific projects.

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

Budget information refers to original estimates.

a) Project expenditure

	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000
Capital Investment Program			
Human Resources Information System[1]	16,000	12,818	….
Service Tasmania Shop Capital Investment	250	250	250
Total	**16,250**	**13,068**	**250**

Note:

1. The decrease in project expenditure compared to Budget for the Human Resources Information System Project is due to a rollover of capital appropriation under section 23 of the *Financial Management Act 2016.*

b) Classification of cash flows

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

	2026 Actual $'000	2025 Actual $'000
Cash Outflows		
Employee Benefits	1,200	….
Supplies and Consumables	11,654	185
Payments for acquisition of Non-financial Assets	214	65
Total Cash Outflows	**13,068**	**250**

11.4 Reconciliation of liabilities arising from financing activities

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

2026	Lease Liabilities $'000
Balance as at 1 July 2025	**14,648**
Acquisitions/New Leases	3,436
Disposals due to early termination of lease	(331)
Other Movements	248
Changes from financing cash flows:	
• Cash Repayments	(1,984)
Balance as at 30 June 2026	**16,017**

2025	Lease Liabilities $'000
Balance as at 1 July 2024	**10,482**
Acquisitions/New Leases	6,385
Disposals due to early termination of lease	(76)
Other Movements	(383)
Changes from financing cash flows:	
• Cash Repayments	(1,760)
Balance as at 30 June 2025	**14,648**

NOTE 12 | Financial Instruments

12.1 Risk Exposures

a) Risk management policies

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

- credit risk
- liquidity risk
- market risk.

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

b) Credit risk exposures

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

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount. Timing and certainty of cash flows)
Financial Assets		
Receivables	The department has a debt management policy with processes surrounding the raising of debts payable to the department and the management of outstanding debts.	General terms of trade are 30 days.
Cash and equivalents	Cash and equivalents are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution.

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

Expected credit loss analysis of receivables

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

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the receivables. The loss allowance for trade debtors as at 30 June are as follows.

2026	Not past due $'000	Past due 1-30 days $'000	Past due 31-60 days $'000	Past due 61-90 days $'000	Past due 91+days $'000	Total $'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	95.1%	42.2%
Total gross carrying amount (B)	1,857	370	343	11	2,056	4,637
Expected credit loss (AxB)	….	….	….	….	1,956	1,956

Note:

2025	Not past due $'000	Past due 1-30 days $'000	Past due 31-60 days $'000	Past due 61-90 days $'000	Past due 91+days $'000	Total $'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	93.8%	70.3%	41.0%
Total gross carrying amount (B)	1,691	58	152	97	2,495	4,493
Expected credit loss (AxB)	….	….	….	91	1,753	1,844

c) Liquidity risk

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

Financial Instrument	Accounting and strategic policies (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial liabilities		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.	Settlement is usually made within 14 days.

Maturity analysis for financial liabilities

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

2026	1 year $'000	2 years $'000	3 years $'000	4 years $'000	5 years $'000	5+ years $'000	Undiscounted Total $'000	Carrying Amount $'000
Financial liabilities								
Payables	2,832	….	….	….	….	….	2,832	2,832
Total	**2,832**	**….**	**….**	**….**	**….**	**….**	**2,832**	**2,832**

2025	1 year $'000	2 years $'000	3 years $'000	4 years $'000	5 years $'000	5+ years $'000	Undiscounted Total $'000	Carrying Amount $'000
Financial liabilities								
Payables	1,966	….	….	….	….	….	1,966	1,966
Total	**1,966**	**….**	**….**	**….**	**….**	**….**	**1,966**	**1,966**

d) Market risk

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

The department does not have any exposure to interest rate risk as at 30 June 2026.

12.2 Categories of financial assets and liabilities

AASB 9 Carrying amount	2026 $'000	2025 $'000
Financial assets		
Amortised cost	19,458	14,036
Total	**19,458**	**14,036**
Financial liabilities		
Amortised cost	2,832	1,966
Total	**2,832**	**1,966**

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

	Carrying Amount 2026 $'000	Net Fair Value 2026 $'000	Carrying Amount 2025 $'000	Net Fair Value 2025 $'000
Financial assets				
Petty cash (Shop floats)	75	75	92	92
Cash in Specific Purpose Account	11,908	11,908	8,610	8,610
Receivables	7,475	7,475	5,334	5,654
Total financial assets	**19,458**	**19,458**	**14,036**	**14,356**
Financial liabilities (recognised)				
Payables	2,832	2,832	1,966	1,966
Total financial liabilities (recognised)	**2,832**	**2,832**	**1,966**	**1,966**

12.4 Net fair values of financial assets and liabilities

2026	Net Fair Value Level 1 $'000	Net Fair Value Level 2 $'000	Net Fair Value Level 3 $'000	Net Fair Value Total $'000
Financial assets				
Petty cash	75	….	….	75
Cash in Specific Purpose Account	11,908	….	….	11,908
Receivables	6,364	1,111	….	7,475
Total financial assets	**18,347**	**1,111**	**….**	**19,458**
Financial liabilities				
Payables	2,832	….	….	2,832
Total financial liabilities (recognised)	**2,832**	**….**	**….**	**2,832**

2025	Net Fair Value Level 1 $'000	Net Fair Value Level 2 $'000	Net Fair Value Level 3 $'000	Net Fair Value Total $'000
Financial assets				
Petty cash	92	….	….	92
Cash in Specific Purpose Account	8,610	….	….	8,610
Receivables	5,334	….	….	5,334
Total financial assets	**14,036**	**….**	**….**	**14,036**
Financial liabilities				
Payables	1,966	….	….	1,966
Total financial liabilities (recognised)	**1,966**	**….**	**….**	**1,966**

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

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

NOTE 13 | Transactions and Balances Relating to a Trustee or Agency Arrangement

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

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

Account/Activity		Opening Balance	Net Transactions during 2025-2026	Closing Balance
		$'000	$'000	$'000
S523	Brand Tasmania	965	103	1,068
T423	Tasmanian Community Fund	21,975	(29)	21,946

NOTE 14 | Events Occurring After Balance Date

On 3 March 2026, the Premier, Jeremy Rockliff MP, announced a major restructure of government departments to take place during 2026-27. The restructure will result in various administrative restructures impacting the department's 2026-27 financial statements. The impacts are as follows:

- On 2 July 2026, the Disability Services output, National Disability Insurance Scheme output, the Disability Commissioner output, part of the Community Services output related to ageing and part of the Women and the Prevention of Family Violence output related to therapeutic services transferred to the Department of Health.
- On 16 July 2026, the Local Government output and part of the Women and the Prevention of Family Violence output related to the Family and Sexual Safety Secretariat transferred to the Department of Justice.
- On 30 July 2026, the Child and Youth Wellbeing output, part of the Strategic Policy and Government Priorities output related to Lifting Literacy and part of the Veterans Affairs output related to the Frank MacDonald Memorial Prize to the Department for Education, Children and Young People.
- On 3 December 2026, outputs related to economic development, including industry, energy and resources will transfer to the Department from Building Tasmania. The department will also commence as a corporate shared services provider to Building Tasmania and a new Tourism, Events and Creative Tasmania entity.

The impact of each of these administrative restructures is outlined below. The impact of the 3 December administrative restructure is not yet able to be estimated. The financial effect of these events has not been recognised.

14.1 Administrative restructure with the Department of Health

Impact on Statement of Comprehensive Income	2027 Estimated Impact on Revenue $'000	2027 Estimated Impact on Expenditure $'000	2027 Estimated Impact on Net Result $'000
Transfer of Disability Services Output	(16,103)	(16,103)	....
Transfer of National Disability Insurance Scheme Output	(286,538)	(286,538)	....
Transfer of Disability Commissioner Output	(1,818)	(1,818)	....
Transfer of part of Community Services Output related to Ageing	(1,047)	(1,047)	....
Transfer of part of the Women and the Prevention of Family Violence output related to therapeutic services	(5,608)	(5,608)	....
Total	**(311,114)**	**(311,114)**	**....**

Impact on Statement of Financial Position	2027 Estimated Impact on Assets $'000	2027 Estimated Impact on Liabilities $'000	2027 Estimated Impact on Net Assets $'000
Transfer of Disability Services Output	(1,221)	(1,854)	(633)
Total	**(1,221)**	**(1,854)**	**(633)**

14.2 Administrative restructure with the Department of Justice

Impact on Statement of Comprehensive Income	2027 Estimated Impact on Revenue $'000	2027 Estimated Impact on Expenditure $'000	2027 Estimated Impact on Net Result $'000
Transfer of Local Government Output	(2,090)	(2,090)	....
Transfer of part of the Women and the Prevention of Family Violence output related to the Family and Sexual Safety Secretariat	(12,600)	(12,600)	....
Total	**(14,690)**	**(14,690)**	**....**

Impact on Statement of Financial Position	2027 Estimated Impact on Assets $'000	2027 Estimated Impact on Liabilities $'000	2027 Estimated Impact on Net Assets $'000
Transfer of Local Government Output	511	(373)	884
Transfer of part of the Women and the Prevention of Family Violence output related to the Family and Sexual Safety Secretariat	295	(231)	526
Total	**806**	**(604)**	**1,410**

14.3 Administrative restructure with the Department for Education, Children and Young People

Impact on Statement of Comprehensive Income	2027 Estimated Impact on Revenue $'000	2027 Estimated Impact on Expenditure $'000	2027 Estimated Impact on Net Result $'000
Transfer of the Child and Youth Wellbeing output	(2,682)	(2,682)	....
Transfer of part of the Strategic Policy and Government Priorities output related to Lifting Literacy	(1,016)	(1,016)	....
Transfer of part of the Veterans Affairs output related to the Frank MacDonald Memorial Prize	(180)	(180)	....
Total	**(3,878)**	**(3,878)**	**....**

Impact on Statement of Financial Position	2027 Estimated Impact on Assets $'000	2027 Estimated Impact on Liabilities $'000	2027 Estimated Impact on Net Assets $'000
Transfer of the Child and Youth Wellbeing output	84	(45)	129
Total	**84**	**(45)**	**129**

NOTE 15 | Other Material Accounting Policy Information and Judgements

15.1 Objectives and funding

The Department of Premier and Cabinet is a central agency of the Tasmanian Government.

The department provides a broad range of services to Cabinet, other Members of Parliament, government agencies and the community. The department works closely with the State Sector, the community, local government, the Australian Government and other state and territory governments. The department also provides administrative support to the Office of the Governor. In addition, it provides a legislative drafting service to Government through the Office of Parliamentary Counsel.

The department has an important role in the development of whole-of-government policy and coordination of issues management.

It supports the administration of the *State Service Act 2000*, and the Head of the State Service to undertake the functions and powers of the Employer. In addition, it assists government by providing impartial and high-quality advice on matters of State and national significance and collaborates with all agencies across government to provide considered, balanced and timely strategic advice on areas such as economic, social and strategic policy and intergovernmental relations.

Under the *Emergency Management Act 2006*, the department is the responsible agency for recovery in relation to an emergency and is responsible for policy advice, public information and communication, management of interoperability and critical infrastructure requirements, such as information technology services and call centres.

Through Service Tasmania the department provides a central point of contact for government services and transactions to Tasmanians working closely with State Government agencies as well as forming partnerships with Australian Government and Local Government organisations to deliver their services throughout Tasmania. In addition, the department provides fit for purpose digital policy and technology solutions to the Tasmanian Government and its agencies to achieve priority objectives and core business outcomes.

Departmental activities are classified as either controlled or administered.

Controlled activities involve the use of assets, liabilities, revenues and expenses controlled or incurred by the department in its own right. Administered activities involve the management or oversight by the department, on behalf of the government, of items controlled or incurred by the government, as reported at note 1.

The department is a Tasmanian Government not-for-profit entity that is predominantly funded through Parliamentary appropriations. It provides the following services on a fee for service basis:

- Training
- Telecommunications and provision of digital services
- Transactional processing through Service Tasmania shops.

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

15.2 Basis of accounting

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

- Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board
- The Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.
- The Financial Statements were signed by the Secretary on 16 September 2026.

Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS), as the AAS includes requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The department is considered to be not-for-profit and has adopted some accounting policies under the AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in note 15.5.

The Financial Statements have been prepared on the basis that the department is a going concern. The continued existence of the department in its present form, undertaking its current activities, is dependent on government policy and on continuing appropriations by Parliament for the department's administration and activities.

The department has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

15.3 Reporting entity

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

15.4 Functional and presentation currency

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

15.5 Changes in accounting standards

a) Impact of new and revised Accounting Standards

No new or revised Accounting Standards have impacted the calculations or disclosures of the 2025-26 financial statements.

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

AASB18 Presentation and Disclosure in Financial Statements has been released by the Australian Accounting Standards Board. This standard will improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss. The key presentation and disclosure requirements established by AASB 18 are:

- the presentation of newly defined subtotals in the statement of profit or loss
- the disclosure of management-defined performance measures
- enhanced requirements for grouping information.

AASB18 is expected to apply to the department from 1 July 2028 for the 2028-29 financial statements.

Impacts on the department are being reviewed, with changes to disclosures expected. The department is reviewing its chart of accounts and financial management information system reporting and will consider the impact of this Standard as part of this review.

15.6 Judgements and Assumptions

a) Presentation and Classification of Financial Statement Items – Statement of Comprehensive Income

Management exercises professional judgement in determining the appropriate classification and aggregation of income and expense items in the Statement of Comprehensive Income to ensure the financial statements provide information that is relevant and reliable.

During the year, the department reviewed its financial statement presentation and undertook the following mergers of classifications of Statement of Comprehensive Income items:

Old Classification in 2024-25 financial statements	New classification in 2025-26 financial statements	Reason for merger of classification
Contributions received	Other revenue	Contributions received is an immaterial balance. This merger reflects the ongoing nature of this balance as immaterial.
Superannuation	Employee benefits	Superannuation and Employee benefits have been merged to align to the presentation of Budget information.
Amortisation	Depreciation and amortisation	Depreciation and Amortisation have been merged to align to the presentation of Budget information and reduce clutter from immaterial balances.
Contributions provided	Grants, subsidies and transfer payments	Contributions provided and Grants and subsidies have been merged to align to the presentation of Budget information with the exception of non-cash contributions provided, which has been merged to Other expenses due to its immaterial nature.
Finance costs	Other expenses	Finance costs is an immaterial balance. This merger reflects the ongoing nature of this balance as immaterial.
Transfers to the Public Account	Other expenses	Transfers to the Public Account is an immaterial balance. This merger reflects the ongoing nature of this balance as immaterial.

To maintain comparability with current year presentation, prior year comparative figures in the Statement of Comprehensive Income have been reclassified in accordance with AASB 101 Presentation of Financial Statements. There was no impact on total comprehensive result or net assets as a result of these reclassifications.

The impact of the reclassification on the prior period comparative figures is summarised below:

Statement of Comprehensive Income Line Item	2025 As Previously Reported $'000	2025 Reclassi-fication Adjustment $'000
Contributions received	206	….
Other revenue	14,425	14,631
Superannuation	12,861	….
Employee benefits	96,562	109,423
Amortisation	1,124	….
Depreciation and amortisation	3,042	4,166
Contributions provided	285,850	….
Grants, subsidies and transfer payments	81,828	367,472
Finance costs	743	….
Transfers to the Public Account	14	….
Other expenses	608	1,571
Comprehensive Result	**1,114**	**1,114**

b) Presentation and Classification of Financial Statement Items – Statement of Cash Flows

Management exercises professional judgement in determining the appropriate classification and aggregation of cash flows from operating activities in the Statement of Cash Flows to ensure the financial statements provide information that is relevant and reliable.

During the reporting period, the department reviewed its financial statement presentation and undertook the following mergers of classifications of Statement of Cash Flows items:

Old Classification in 2024-25 financial statements	New classification in 2025-26 financial statements	Reason for merger of classification
Superannuation	Employee benefits	Superannuation and Employee benefits have been merged to align to the presentation of Statement of Comprehensive Income.
Transfer payments to other Government entities	Grants, subsidies and transfer payments	Transfer payments to other Government entities and Grants and subsidies have been merged to align to the presentation of Budget information.
Finance costs	Other expenses	Finance costs is an immaterial balance. This merger reflects the ongoing nature of this balance as immaterial.
Transfers to the Public Account	Other expenses	Transfers to the Public Account is an immaterial balance. This merger reflects the ongoing nature of this balance as immaterial.

To maintain comparability with current year presentation, prior year comparative figures in the Statement of Comprehensive Income have been reclassified in accordance with AASB 101 Presentation of Financial Statements. There was no impact on the Net cash from/used by operating activities or net assets as a result of these reclassifications.

The impact of the reclassification on the prior period comparative figures is summarised below:

Statement of Cash Flows Line Item	2025 As Previously Reported $'000	2025 Reclassification Adjustment $'000
Superannuation	(12,615)	....
Employee benefits	(94,964)	(107,579)
Transfer payments to other Government entities	(288,924)	....
Grants, subsidies and transfer payments	(81,769)	(370,693)
Finance costs	(743)	....
Transfers to the Public Account	(14)	....
Other expenses	(607)	(1,364)
Net cash from/(used by) operating activities	**3,350**	**3,350**

c) Other Material Accounting Policy Information, Judgements and Assumptions

In the application of the Australian Accounting Standards, the department is required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

Judgements and assumptions made by the department that have a significant effect on the financial statements and estimates with a risk of material adjustment in the next financial year include:

- Receivables (Note 8.1)
- Property, plant, equipment and leasehold improvements (Note 8.2)
- Right-of-Use Assets (Note 8.3)
- Employee benefits liabilities (Note 9.1)
- Lease liabilities (Note 9.2)

15.7 Foreign currency

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

15.8 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards unless stated otherwise at Note 15.5.

15.9 Rounding

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

15.10 Departmental taxation

The department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax.

15.11 Goods and services tax

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

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

Appendix B: Legislation administered

Legislation administered by DPAC in 2025-26, as at 30 June 2026, is listed below. All legislation, including any amending Acts, can be found in the *Administrative Arrangement Order 2025* on the Tasmanian Legislation website.

Premier

Administrative Arrangements Act 1990

Administrative Arrangements (Miscellaneous Amendments) Act 1990

Anglican Church of Australia (All Saints Church) Act 1989

Anglican Church of Australia Constitution Act 1973

Anglican Church of Australia (Stanley Parsonage) Act 1984

Australia Acts (Request) Act 1985

Australia Acts (Request) Act 1999

Baptist Union Incorporation Act 1902

Brickmakers Point Landslip Act 2021

Churches of Christ, Scientist, Incorporation Act 1980

Churches of Christ Tasmania Act 1978

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

Constitution Act 1934

Constitutional Powers (Coastal Waters) Act 1979

Constitution (Doubts Removal) Act 2009

Constitution (State Employees) Act 1944

Constitution (Validation of Taxing Acts) Act 1991

COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020

COVID-19 Disease Emergency (Miscellaneous Provisions) Act (No. 2) 2020

Crown Servants' Reinstatement Act 1970

Daylight Saving Act 2007

Glebe Lands Act 1865

Governor of Tasmania Act 1982

- except in so far as it relates to the superannuation entitlements of the Governor (see Department of Treasury and Finance under the Treasurer)

Hobart Hebrew Congregation Act 1958

Jim Bacon Foundation (Winding-up) Act 2013

National Broadband Network (Tasmania) Act 2010

Legislation Publication Act 1996

Parliamentary (Disclosure of Interests) Act 1996

Parliamentary Privilege Acts 1858, 1885, 1898 and 1957

Parliament House Act 1962

Police Service Act 2003

- in so far as it relates to matters relating to the appointment to, and employment in, the office of Commissioner of Police (otherwise see Department of Police, Fire and Emergency Management under the Minister for Police, Fire and Emergency Management)

Presbyterian Church Acts 1896 and 1908

Presbyterian Church of Australia Acts 1901 and 1971

Public Accounts Committee Act 1970

Public Works Committee Act 1914

- except in so far as it relates to the conditions precedent to commencing public works (see Department of Treasury and Finance under the Treasurer)

Roman Catholic Church Property Act 1932

Standard Time Act 1895

State Service Act 2000

State Service (Savings and Transitional Provisions) Act 2000

Statutory Authorities Act 1962

Subordinate Legislation Committee Act 1969

Succession to the Crown (Request) Act 2013

Tasmanian Early Years Foundation (Winding-up) Act 2016

Tsuneichi Fujii Fellowship Trust (Winding-up) Act 2008

Uniting Church in Australia Act 1977

Minister for Aboriginal Affairs

Stolen Generations of Aboriginal Children Act 2006

Minister for Ageing

Nil

Minister for Community and Multicultural Affairs

Carer Recognition Act 2023

Pensioners (Heating Allowances) Act 1971

Tasmanian Community Fund Act 2005

Minister for Disability Services

Disability Rights, Inclusion and Safeguarding Act 2024

Disability Rights, Inclusion and Safeguarding (Transitional and Consequential Provisions) Act 2025

Guide Dogs and Hearing Dogs Act 1967

Minister for Innovation, Science, and the Digital Economy

National Broadband Network (Tasmania) Act 2010

Minister for Local Government

Burial and Cremation Act 2019

Dog Control Act 2000

Local Government Act 1993

Local Government (Savings and Transitional) Act 1993

Minister for Macquarie Point Urban Renewal

Macquarie Point Development Corporation Act 2012

Minister for Veterans' Affairs

Anzac Day Observance Act 1929

Anzac Day Trust Winding-up Act 2020

Ex-Servicemen's Badges Act 1967

Appendix C: Publications and websites

Departmental publications

The following publications were produced by the various operating units of the Department of Premier and Cabinet (DPAC) during 2025-26 and are available from the DPAC website at www.dpac.tas.gov.au

Title	Business unit	Date
Building Food Resilient Communities: Tasmania's Food Resilience Strategy 2025-2031	Community Services	November 2025
Cabinet Handbook – Version 5	Executive Government Services	August 2025
Code of Conduct for Ministers	Executive Government Services	October 2025
Concessions and Discounts Tasmanian Government Guide 2025-25 (Updated)	Service Tasmania	June 2026
Closing the Gap Annual Report 2024-25	Aboriginal Partnerships	April 2026
Department of Premier and Cabinet Annual Report 2024-25	Executive Government Services	October 2025
Department of Premier and Cabinet Style Guide	Strategic Communications and Media	March 2026
Department of Premier and Cabinet Style Guide – Quick Reference Guide	Strategic Communications and Media	March 2026
Department of Premier and Cabinet Style Guide – Quick Reference Guide (professional design use)	Strategic Communications and Media	March 2026
Digital Tasmania 2026-2031	Digital Strategy and Services	March 2026
Discussion paper - Reforms to Councillor Numbers and Allowances	Office of Local Government	September 2025
Draft Local Government Amendment (Electoral Reforms) Bill	Office of Local Government	December 2025
Draft Local Government Amendment (Targeted Reform) Bill	Office of Local Government	October 2025
Draft Local Government Electoral Bill	Office of Local Government	December 2025
Draft Stakeholder Engagement Plan- Independent Study of the Tasmanian Samon Industry	Premier's Implementation and Delivery	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Arabic	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Burmese	Community and Government Services	May 2026

Title	Business unit	Date
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Dari	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Farsi (Persian)	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Nepali	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Simplified Chinese	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Tigrinya	Community and Government Services	May 2026
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 – Urdu	Community and Government Services	May 2026
Executive Council Handbook	Executive Government Services	August 2025
Getting Back on Track Independent Review of Tasmania's Right to Information Framework	Executive Government Services	September 2025
Guidelines on the Caretaker Conventions and the Operations of Government During Caretaker Period	Executive Government Services	June 2025
Handbook for Elected Members of the House of Assembly and Prescribed Parliamentary Office Holders	Executive Government Services	August 2025
Local Government Amendment (Targeted Reform) Bill Consultation Report	Office of Local Government	November 2025
Local Government Electoral Reform - Draft Legislation and Consultation Report	Office of Local Government	December 2025
Local Government Electoral Reform - Overview of Draft Legislation	Office of Local Government	December 2025
North-West Tasmania: Regional Drought Resilience Plan 2025	Resilience and Recovery Tasmania	July 2025
Northern Tasmania: Regional Drought Resilience Plan 2025	Resilience and Recovery Tasmania	July 2025
Our Inclusive Island: Tasmania's LGBTIQA+ Strategy 2025-2030	Community Services	November 2025
Our Inclusive Island – Tasmania's LGBTIQA+ Strategy 2025-2030 (Summary)	Community Services	October 2025
Personal Information Protection Policy	Executive Government Services	May 2026
Reforms to Councillor Numbers and Allowances Final Reform Position	Office of Local Government	March 2026

Title	Business unit	Date
Right to Information – Information Disclosure Policy	Executive Government Services	August 2025
Right to Information – Information Disclosure Procedures	Executive Government Services	August 2025
Salmon Study Plan – May 2026	Premier's Implementation and Delivery	May 2026
Senior Practitioner Annual Report 2024-2025	Office of the Senior Practitioner	August 2025
Service Tasmania Business Plan 2025-26	Service Tasmania	December 2025
Service Tasmania Strategic Plan 2025-28	Service Tasmania	December 2025
Strengthening Transparency: Continuously Improving Tasmania's Right to Information Framework	Executive Government Services	March 2026
Southern Tasmania: Regional Drought Resilience Plan 2025	Resilience and Recovery Tasmania	July 2025
Tasmanian Disability Inclusion Plan	Disability Services	May 2026
Tasmanian Disability Inclusion Plan – Summary	Disability Services	May 2026
Tasmanian Disability Inclusion Plan Short Consultation Summary Report	Disability Services	June 2026
Tasmanian Disability Inclusion Plan Short Consultation Summary Report - Easy Read	Disability Services	June 2026
Tasmanian Disaster Resilience Strategy	Resilience and Recovery Tasmania	March 2026
Tasmanian Government Digital Inclusion Framework – Enabling access, participation and trust in a digital Tasmania 2026-2031	Digital Strategy and Services	June 2026
Tasmania's Protective Security Policy Framework Version 2.1	Resilience and Recovery Tasmania	December 2025
Tasmanian State Service Annual Report 2024-25	State Service Management Office	October 2025
The Wellbeing Framework	Premier's Implementation and Delivery	November 2025
The Writing Guide	Strategic Communications and Media	November 2025
The Writing Guide – Quick Reference Guide	Strategic Communications and Media	November 2025
Understanding Children and Young People's Sexual Behaviours: Tasmania's Harmful Sexual Behaviours Framework	Keeping Children Safe Reform Group	April 2026
Valuing Our Volunteers: Tasmania's Volunteering Strategy 2025-2030	Community Services	November 2025
Valuing our Volunteers: Tasmania's Volunteering Strategy 2025-2030 – Community Summary	Community Services	October 2025

Title	Business unit	Date
Whole-of-Government Gifts, Benefits and Hospitality Policy	Executive Government Services	January 2026
Whole-of-Government Gifts, Benefits and Hospitality Procedures	Executive Government Services	January 2026
Youth Justice Diversionary Services Framework	Keeping Children Safe Reform	November 2025

Websites

A complete list of websites as at 30 June 2026 is provided below:

Website name	URL
Centenary of ANZAC	www.centenaryofanzac.tas.gov.au
Child and Youth Wellbeing Strategy	www.wellbeing.tas.gov.au
DPAC public site	www.dpac.tas.gov.au
Digital Tasmania	www.tas.gov.au/digital
Disability Commissioner Tasmania	www.disabilitycommissioner.tas.gov.au
Elder Abuse	www.elderabuse.tas.gov.au
Emerging Community Leaders	www.emergingcommunityleaders.org
Future of Local Government Review	www.futurelocal.tas.gov.au
Government House Tasmania	www.govhouse.tas.gov.au
Jobs: Tasmanian State Service Careers	www.jobs.tas.gov.au
Keeping Children Safe	www.keepingchildrensafe.tas.gov.au
Know Your Odds	www.knowyourodds.net.au
Learn to Lead in local government	www.learntolead.tas.gov.au
Lifting Literacy	www.tas.gov.au/literacy
Macquarie Point Stadium	www.tas.gov.au/dpac/macquarie-point-multipurpose-stadium
Our Digital Future	www.digital.tas.gov.au
Premier's website	www.premier.tas.gov.au
Salmon Industry Study	www.tas.gov.au/salmon-industry-study
Safe From Violence	www.safefromviolence.tas.gov.au
Seniors Card Program	www.seniors.tas.gov.au
Service Tasmania	www.service.tas.gov.au
Tas.gov.au	www.tas.gov.au
TasALERT	www.alert.tas.gov.au
Tasmanian Community Fund	www.tascomfund.org
Tasmanian Government Communications	www.tas.gov.au/communications
Tasmanian Government Concessions	www.concessions.tas.gov.au
Tasmanian Government Gazette	www.gazette.tas.gov.au
Tasmanian Government Legislation	www.legislation.tas.gov.au
Tasmanian Government Public Notices	www.tas.gov.au/publicinfo
Tasmanian Government Protective Security	www.security.tas.gov.au
Tasmanian Training Consortium	www.ttc.tas.gov.au
Tell Someone	www.tellsomeone.tas.gov.au
The Tasmanian Companion Card	www.service.tas.gov.au/companion-card
Veteran Wellbeing Voucher Program	www.veterans.tas.gov.au
Women in Tasmania	www.women.tas.gov.au

Appendix D: Procurement statistics

Details of procurement activities undertaken by DPAC in 2025-26 and awarded contracts with a value of $50,000 or over (excluding GST) are contained in the following tables:

- Table 1: provides a summary of all contracts and procurement processes with a value of $50,000 or over (excluding GST)
- Table 2: provides information on all contracts (excluding consultancy contracts) with a value of $50,000 or over (excluding GST)
- Table 3: provides information on consultancy contracts with a value of $50,000 or over (excluding GST) an
- Table 4: provides a summary of direct/limited engagements approved by the Accountable Authority.

Exemption from disaggregation

Treasurer's Instruction PF-2 Policies impacting on procurement: all procurement provides that the Secretary may approve an exemption from the requirement to disaggregate 'substantial procurement opportunities' where the benefits of aggregation clearly outweigh any potential negative impact on local suppliers or the local economy. A 'substantial procurement' is defined as a procurement process with an estimated combined contract value of $250,000 or more.

There were two contracts were entered into where an exemption to disaggregate were requested and approved in 2025-26.

Name of supplier	Description	Date of approval
AJG Branding Pty Ltd	Service Tasmania Corporate Wardrobe	12/09/2025
Togetha Group Pty Ltd	Atlassian Licence Partner	24/12/2025

Approved direct/limited sourcing

Treasurer's Instruction PP-2 Market approaches (TI PP-2) provides that the Secretary may approve direct/limited sourcing from contractors in certain circumstances. Contracts awarded in accordance with these provisions in 2025-26 are shown in Table 4.

Approved contract extensions

Treasurer's Instruction PP-6 Contract extensions: Goods and Services (TI PP-6) provides that the Secretary may approve the extension of a contract for a period of no longer than one year, in exceptional circumstances, and despite there being no specific provision within the contract providing for such an extension.

During 2025-26, two approvals were granted in accordance with TI PP-6:

Name of supplier	Date of approval
Fusion5 Pty Ltd	09/10/2025
LeftField Project Solutions	08/04/2026

Procurement from businesses that provide employment to persons with disabilities

TI PP-2 provides that agencies may directly procure from a business that 'predominately exists to provide the services of persons with a disability' without the need to conduct a full quotation or tender process.

No contracts were awarded in accordance with these provisions in 2025-26.

Confidentiality in government contracts

Treasurer's Instruction C-1 Disclosure and Confidentiality in Government Contracting (TI C-1) requires that the Secretary approve any confidentiality provisions to be included in contracts prior to them being executed.

During 2025-26, the Secretary approved two exemptions from the requirements of TI C-1:

Name of supplier	Date of approval
Actian Australia Pty Ltd	29/04/2026
Joe Security LLC	01/05/2026

Table 1: Contracts, tenders and/or quotation processes of $50,000 or over (GST exclusive) 2025-26.

Total number of contracts awarded	74
Total number of contracts awarded to Tasmanian businesses	46
Total value of contracts awarded (including options to extend)	$29,319,806
Total value of contracts awarded to Tasmanian businesses (including options to extend)	$19,946,009
Total number of tenders called and written quotation processes undertaken	8
Total number of bids and/or written quotations received	40
Total number of bids and/or written quotations received from Tasmanian businesses	26

Table 2: Contracts awarded in 2025–26 with a value of $50,000 or over (GST exclusive) (excluding consultancy contracts).

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
RM Consulting Group Pty Ltd	Hobart, Tasmania	Communications support for the Tasmanian Regional Drought Resilience Plans	1/07/2025 - 30/06/2026	$50,000.00
Craig Pitt	Mount Stuart, Tasmania	Project Management Support Services	18/08/2025 - 17/10/2025	$50,000.00
Write On and Flying Librarian (a partnership) trading as Write On)	Sorell, Tasmania	Provision of Writing Clearly Course	3/10/2025 - 2/10/2026	$50,000.00
Deloitte Touche Tohmatsu	Sydney, New South Wales	PeopleForms Implementation for Human Resources Transformation Program	23/12/2025	$50,000.00
Nexus Management Consulting Pty Ltd	Redfern, New South Wales	Provision of professional development training – Unscrambling Government	1/01/2026 - 31/12/2026	$50,000.00
Nexon Asia Pacific Pty Ltd	Sydney, New South Wales	Subscription of Joe Sandbox Malware Analysis Tools	1/06/2026 - 31/05/2027	$53,960.00
GENOS International Pty Ltd	Sydney, New South Wales	Manager Essentials Program: 360 Assessment Tool	27/11/2025 - 31/12/2026	$56,000.00
Data #3 Limited	Southbank, Victoria	Red Hat Enterprise Linux Server – Standard Subscription	24/03/2026 - 23/03/2029	$58,916.02
Rachel Ann Moore in her personal capacity and in her capacity as	Taroona, Tasmania	Provision of professional development training – DiSC training with TTC and TasGRAD	6/02/2026 - 5/02/2027	$60,000.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
trustee for RMC Trust				
Spacemakers Australia Pty Ltd	Sandy Bay, Tasmania	Provision of professional development training – AI Foundations and a suite of Spacemakers time management training programs	1/02/2026 - 31/01/2027	$80,000.00
ABFA Pty Ltd in personal capacity and in the capacity as trustee for the ABFA Trust	Port Noarlunga, South Australia	Provision of professional development training in: Preparing documents for decision makers; Data@work; The ABC of strategy and strategic thinking	25/09/2025 - 24/09/2026	$90,000.00
Emposo Pty Ltd	Sydney, New South Wales	Data Lead for the Human Resource Transformation Program	8/12/2025 - 6/03/2026	$90,280.00
Emposo Pty Ltd	Sydney, New South Wales	Data Analyst for the Human Resources Transformation Program	10/12/2025 - 13/03/2026	$90,495.00
Red Apple IT Pty Ltd	Battery Point, Tasmania	Business Analysis Support	4/08/2025 - 15/11/2025	$95,000.00
Emposo Pty Ltd	Sydney, New South Wales	Project Manager for the Human Resources Transformation Program	1/04/2026 - 3/07/2026	$96,000.00
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Engagement of a Project Management Office – Lead for the Project Management Office – Lead Human	14/04/2026 - 30/06/2026	$97,500.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		Resources Transformation Program		
Cathara Consulting Pty Ltd	West Perth, Western Australia	System Admin Services for the Human Resources Transformation Program	11/03/2026 - 26/06/2026	$99,000.00
Cathara Consulting Pty Ltd	West Perth, Western Australia	Engagement of a Project Manager for the Human Resources Transformation Program	14/04/2026 - 26/06/2026	$99,000.00
C4 Technology and Consulting Services Pty Ltd	Koolewong, New South Wales	Engagement of an Integrated Master Scheduler for the Human Resources Transformation Program	13/04/2026 - 28/08/2026	$99,000.00
GSD Advisors Pty Ltd	Hobart, Tasmania	Engagement of a Project Officer for the Human Resources Transformation Program	14/04/2026 - 18/08/2026	$99,440.00
Nous Group Pty Ltd	Docklands, Victoria	Foundational Supports Design and Implementation Plan Consultancy	18/12/2025 - 30/09/2026	$99,950.00
Precisive Pty Ltd	Sydney, New South Wales	Data Lead Services for Human Resources Transformation Program	2/02/2026 - 1/05/2026	$99,990.00
McMahon Products Pty Ltd	Battery Point, Tasmania	Commercial Lead for the Human Resources Transformation Program	16/02/2026 - 30/06/2026	$99,990.00
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Change Specialist for the Human Resources	10/03/2026 - 25/06/2026	$99,990.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		Transformation Program		
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Communications Specialist for the Human Resources Transformation Program	2/03/2026 - 30/06/2026	$99,990.00
CGI Technologies and Solutions Australia Pty Ltd	Hobart, Tasmania	Database Administration Services for the Human Resources Transformation Program	26/03/2026 - 30/06/2026	$99,990.00
Intuit Technologies Pty Ltd	Sandy Bay, Tasmania	Trial of an AI Assistant Platform	7/01/2026 - 7/07/2026	$99,999.00
Frameworks for Change Pty Ltd	Kingston, Tasmania	Provision of professional development training – Managing people and performance course	28/01/2026 - 27/01/2027	$99,999.00
Fusion5 Pty Limited	Melbourne, Victoria	Digital Strategy and Services Managed Services – On Demand Support	27/03/2026 - 26/04/2027	$99,999.00
Identity Care Australia and New Zealand Ltd	Birtnya, Queensland	Victim Support Services	1/09/2025 - 31/08/2028	$138,900.00
Technology One Limited	Fortitude Valley, Queensland	TechnologyOne extra Modules	30/06/2026 - 29/06/2030	$156,415.00
Samuel Craig Ronald Ledger	Millswood, South Australia	New Tasmanian Youth Justice Facility Operational Support	1/07/2025 - 30/06/2026	$183,884.00
AJG Branding Pty Ltd T/A Slick Branding	Cambridge, Tasmania	Service Tasmania Corporate Wardrobe	1/07/2026 - 30/06/2032	$215,000.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Informotion Pty Ltd	Sydney, New South Wales	Provision of specialist business and technical services for the EncompaaS information governance platform	24/06/2026 - 24/06/2028	$237,600.00
Our Community Pty Ltd - SmartyGrants	North Melbourne, Victoria	Grants Administration System	1/10/2025 - 30/09/2028	$270,000.00
T & V Mead Pty Ltd trading as Mead Con	Spreyton, Tasmania	Minor works at 58-60 Wilmot Street, Burnie	29/01/2026 - 31/05/2026	$273,552.00
Sandstone Service Pty Ltd	South Yarra, Victoria	Commercial Advisor for the Human Resources Transformation Program	5/01/2026 - 24/12/2026	$300,000.00
FYB Pty Ltd	Sydney, New South Wales	Content Manager Software and Support Services	1/07/2026 - 30/06/2028	$300,023.00
Bravehill Pty Ltd	Elsternwick, Victoria	Project Delivery Manager for the Human Resources Transformation Program	1/03/2026 - 24/12/2026	$317,500.00
Attane Pty Ltd	East Brisbane, Queensland	Disaster Recovery Funding Arrangement (DRFA) support for Remediation and Uplift Project	29/10/2025 - 30/06/2026	$400,000.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works at Level 5/188 Collins Street, Hobart	27/08/2025	$419,921.00
Cathara Consulting Pty Ltd	West Perth, Western Australia	Senior Project Management Services for the Human Resources	12/12/2025 - 24/12/2026	$461,970.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		Transformation Program		
K2 Projects (TAS) Pty Ltd	Hobart, Tasmania	Business Analyst and Project Coordinator for the Human Resources Transformation Program	5/01/2026 - 24/12/2026	$595,200.00
Intuit Technologies Pty Ltd	Hobart, Tasmania	Managed Detection Response	10/06/2026 - 30/06/2028	$1,800,000.00
Symbio Global Pty Ltd	Sydney, New South Wales	Public Network Access and Carriage	1/01/2026 - 31/12/2027	$3,200,000.00
Togetha Group Pty Ltd	Canberra, Australian Capital Territory	Atlassian License Partner	27/05/2026 - 26/05/2035	$4,600,000.00
Batchelor Construction Group	Kingston, Tasmania	Dolphin Sands Clean-Up Program	29/01/2026 - 31/12/2026	$8,000,000.00

Table 3: Consultancy contracts awarded in 2025–26 with a value of $50,000 or over (GST exclusive)

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Intuit Technologies	Hobart, Tasmania	Consultancy to provide a business case to establish digital credentials	22/01/2026 - 23/03/2026	$70,000.00
ID Consulting Pty Ltd	Melbourne, Victoria	Neighbourhood House Community Needs Modelling	15/05/2026 - 10/07/2026	$72,000.00
The Training & Business Company Pty Ltd trading as SCALA the Training Company	Moonah, Tasmania	Provision of professional development training – The Confident Facilitator	1/02/2026 - 31/01/2027	$80,000.00
Cathara Consulting Pty Ltd	West Perth, Western Australia	Project Management Servies for	1/10/2025 - 11/12/2025	$90,000.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		Human Resources Transformation Program		
Bravehill Pty Ltd	Elsternwick, Victoria	Project Management Servies for Human Resources Transformation Program	5/12/2025 - 27/02/2026	$90,000.00
Chris Eccles	Guerilla Bay, New South Wales	Advisor – Tasmanian Efficiency Productivity Agenda	26/03/2026 - 25/03/2027	$90,000.00
Nous Group Pty Ltd	Docklands, Victoria	Thriving Kids Consultation	28/04/2026 - 30/09/2026	$95,000.00
Speller International Pty Ltd	Southbank, Victoria	SAP Solution Architect for the Human Resources Transformation Program	28/04/2026 - 14/08/2026	$99,000.00
GSD Advisors Pty Ltd	Hobart, Tasmania	Engagement of a PeopleCentral Support Model Lead for the Human Resources Transformation Program	1/06/2026 - 28/08/2026	$99,238.00
KPMG	Hobart, Victoria	Neighbourhood House Needs Analysis	8/05/2026 - 11/09/2026	$99,500.00
Precisive Pty Ltd	Sydney, New South Wales	Technical Specialist for the Human Resources Transformation Program	25/03/2026 - 30/06/2026	$99,990.00
Speller International Pty Ltd	Southbank, Victoria	SAP Business subject matter expert for the Human Resources	30/03/2026 - 30/06/2026	$99,990.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		Transformation Program		
Precisive Pty Ltd	Sydney, New South Wales	Engagement of a Technical Analyst for the Human Resources Transformation Program	4/05/2026 - 24/07/2026	$99,990.00
Speller International Pty Ltd	Southbank, Victoria	Integration Specialist for the Human Resources Transformation Program	28/04/2026 - 30/06/2026	$99,990.00
Rick Davis & Associates Pty Ltd	Hobart, Tasmania	Professional Development for HR and Investigations	21/08/2025 - 20/08/2026	$100,000.00
ConMoto Group	Hobart, Tasmania	Legal services for Macquarie Point Urban Renewal	17/03/2026	$100,000.00
The Equality Institute Pty Ltd	Collingwood, Victoria	Supply of Evaluation of Tasmania's Family and Sexual Violence Action Plans (2015-2025)	27/04/2026 - 30/09/2026	$100,000.00
Glenn Keating	Howrah, Tasmania	Engagement of a lead negotiator	10/02/2026 - 31/08/2026	$120,000.00
Hannan and Partners Ptd Ltd	Adelaide, South Australia	Critical Digital Assets and Services – Business Impact Assessment Consultancy	24/11/2025 - 30/04/2026	$143,775.00
University of Tasmania	Hobart, Tasmania	Supply of research into barriers to accessing gambling support in lower socio-economic and regional areas	30/03/2026 - 31/12/2026	$172,659.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
GMC Enterprises Pty Ltd	Howrah, Tasmania	Whole of Government Telecommunications Architecture Services	10/05/2026 - 31/12/2027	$249,999.00
Essential Utilities Information Technology (EUIT) Pty Limited	Taroona, Tasmania	Digital Communications Program – Professional Services	15/08/2025 - 28/02/2026	$297,000.00
Emma-Jane Driscoll	Spotswood, Victoria	SAP specialist for the Human Resources Transformation Program	5/01/2026 - 24/12/2026	$306,746.00
TelCols Pty Ltd	Coburg, Victoria	Test Management Services for the Human Resources Transformation Program	12/01/2026 - 24/12/2026	$315,900.00
CGI Technologies and Solutions Australia Pty Ltd	Hobart, Tasmania	Specialist Data Engineer for the Human Resources Transformation Program	19/01/2026 - 31/12/2026	$327,360.00
GSD Advisors Pty Ltd	Hobart, Tasmania	HR Subject Matter Expert and Deployment Lead for the Human Resources Transformation Program	5/01/2026 - 24/12/2026	$677,216.00
OneGUARD Consulting Pty Ltd	Hobart, Tasmania	Digital Communications Program (DCP) - Threat and Risk Assessment Services	25/03/2025 - 24/03/2036	$840,000.00

Table 4: Direct/limited sourcing engagements with contracts executed in 2025–26

Contractor description	Date of approval
Samuel Craig Ronald Ledger	1/07/2025
Essential Utilities Information Technology (EUIT) Pty Limited	15/08/2025
Identity Care Australia and New Zealand Ltd	29/08/2025
Our Community Pty Ltd	25/09/2025
Attane Pty Ltd	29/10/2025
Cathara Consulting Pty Ltd	12/12/2025
Symbio Global Pty Ltd	22/12/2025
TelCols Pty Ltd	24/12/2025
Emma-Jane Driscoll	24/12/2025
GSD Advisors Pty Ltd	24/12/2025
K2 Projects (TAS) Pty Ltd	24/12/2025
Sandstone Service Pty Ltd	5/01/2026
Batchelor Construction Group	29/01/2026
CGI Technologies and Solutions Australia Pty Ltd	4/02/2026
Glenn Keating	10/02/2026
Technology One Limited	13/03/2026
ConMoto Group	17/03/2026
Bravehill Pty Ltd	19/03/2026
GMC Enterprises Pty Ltd	16/04/2026
Intuit Technologies Pty Ltd	10/06/2026
Informotion Pty Ltd	24/06/2026
FYB Pty Ltd	24/06/2026

Appendix E: Superannuation Certificate

Superannuation Certificate

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

The department only makes employer superannuation contributions to complying superannuation funds (other than those established under the provisions of the *Public Sector Superannuation Reform Act 2016*).



Kathrine Morgan-Wicks
Secretary

Department of Premier and Cabinet

30 June 2026

Contact us

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