

DEPARTMENT OF
PREMIER AND CABINET
ANNUAL REPORT
2020–21

Credit: Alastair Bett



ABOUT THIS PUBLICATION

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

It includes the highlights of the year, an overview of our operations, major initiatives and performance during 2020–21.

Contents

Submission to the Premier and Ministers	1
Our Year in Review	2
Secretary's Report	4
Our Department	6
Our Divisions	10
Our People and Policies	14
Our Strategic Priorities	22
Our Performance Measures	26
Our Finances	31
Our Compliance Report	32
Compliance Index	38
Abbreviations	40
Index	41
Appendices	42
Contact Us	122

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

© Crown in the Right of the State of Tasmania

For copies or further information regarding this Report, please contact:

Department of Premier and Cabinet

GPO Box 123

HOBART TAS 7001

Call 03 6270 5482

Email secretary@dpac.tas.gov.au

www.dpac.tas.gov.au

ISSN 1448 9023 (print)

ISSN 1448 9031 (online)

Submission to the Premier and Ministers



Hon Peter Gutwein MP
Premier
Minister for Climate Change



Hon Roger Jaensch MP
Minister for Local Government
and Planning



Hon Michael Ferguson MP
Minister for Science and Technology



Hon Guy Barnett MP
Minister for Energy and
Emissions Reduction

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 2021.

Yours sincerely

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

Jenny Gale
Secretary
Department of Premier and Cabinet
2 October 2021

Our Year in Review

Department of Premier and Cabinet (DPAC) together with the Department of Communities Tasmania led the consultation to develop Tasmania's first comprehensive whole-of-government strategy for children and young people from 0 to 25 years of age. This culminated in the release of the Your Voice, Your Views, Your Say – Tasmania's Child and Youth Wellbeing Strategy Consultation Report.

DPAC established the COVID-19 Recovery Branch to coordinate and support Tasmania's recovery effort. The branch is coordinating and driving the delivery of the Premier's Economic and Social Recovery Council (PESRAC) recommendations, leading preparation of short-term recovery measures for future Tasmanian lockdowns and supporting three COVID-19 regional recovery committees.

Under Our Digital Futures Strategy, Digital Strategy and Services (DSS) more rigorously addressed its protocols to support and lead cybersecurity initiatives across the Tasmanian Government. This included developing a strategic partnership with Service Tasmania to assist and support innovation and ensure Tasmanian citizens are at the heart of everything we do.

Under this strategy we have worked with industry partners to improve the adequacy and reliability of Tasmania's digital communications infrastructure. We have also worked with the Department of Treasury and Finance to remove industry barriers and streamline industry entry on the Tasmanian Government ICT Professional Services Panel.

As part of PESRAC's response to COVID-19, DSS has been progressing data sharing and industry participation, and improving COVID-19 preparedness and business continuity within the division and across government.

During 2020–21 we recognised the achievement of four DPAC staff who achieved 25 years of service and four who achieved 40 years of service with the Tasmanian Government through DPAC's annual Long Service Recognition Program.

DPAC supported the Premier's Health and Wellbeing Advisory Council (PHWAC) which made submissions to the State Service Review and PESRAC outlining opportunities for collaborative action on health and wellbeing, creating an environment that promotes active living and progressing a holistic approach to food and nutrition issues in Tasmania.

DPAC coordinated the Tasmanian government exhibit at Agfest after the cancellation of agricultural shows in 2020. The exhibit provided an informative, family-friendly space for people to engage with 10 different government areas and learn about services available to

them. It attracted approximately 4000 people across the four days of the event.

We recognise that in 2020–21 significant changes occurred in our workplaces, and workloads. Therefore, a key element of DPAC's Work Health and Safety (WHS) plan was a commitment to support the mental health of all DPAC employees. WorkSafe Month in October 2020 provided an opportunity for everyone at DPAC to make sure that safety, health and wellbeing were top priorities in the workplace. Promoting good mental health and wellbeing is particularly important as we recover and rebuild from the impacts of COVID-19. The theme for Mental Health Week during 2020–21 was 'We all have a role to play.' The program moved online in response to COVID-19 and included a series of free webinars based around the theme 'Safe Bodies, Safe Minds'.

The Tasmanian Climate Change Office began the latest four-yearly statutory independent review of Tasmania's climate change legislation and is now developing a new whole-of-government climate change action plan.

DPAC administered \$750,000 in grant funding for climate change research in priority areas, leveraging over \$1.5 million in total investment.

DPAC is supporting the Government's target to transition the Tasmanian Government vehicle fleet to 100 per cent electric vehicles by 2030.

All Tasmanian government departments have committed to the Our Watch Workplace Equality and Respect Standards. To demonstrate DPAC's commitments to the Standards, the Agency Executive Committee crafted a statement of intent which establishes the expectation that gender equality is considered and prioritised in all current and future departmental planning, policy, service delivery and practice. DPAC strongly supports these standards and has an ongoing commitment to ensure staff feel respected and valued and operate within an environment of workplace equality.

We launched the 'Who's there for me?' campaign, which provides a diverse range of support services to help employees maintain and improve their health, happiness and wellbeing.

We celebrated important events such as International Women's Day, Zero Discrimination Day, National Sorry Day and Global Accessibility Awareness Day to get everyone talking, thinking and learning about diversity and inclusion.

We updated the caretaker conventions and guidelines for the election and establishment of Tasmania's 50th Parliament, completed the administrative orders to enable the swearing in of a new Cabinet, and facilitated the announcement of Tasmania's 29th Governor, the

Honourable Barbara Baker AC.

We released DPAC's People and Culture Strategy 2020–22 to build on and improve our current accessibility practices, mental health awareness, workplace behaviours and employee supports.

The Tasmanian Government Graduate Development Program, led by the State Service Management Office, welcomed a cohort of 29 new graduates into the State Service, including nine DPAC participants. With the Tasmanian State Service (TSS) school-based traineeship program on hold because of COVID-19, we used this time to develop a recruitment guide to assist agencies to make informed decisions about hiring trainees and engaging earlier with schools to raise awareness of the program.

We rolled out Aboriginal Cultural Respect Training sessions across the State Service with support from members of the Aboriginal Employee Network.

We finalised an agreement to provide an allowance to employees working in Tasmania's international and domestic hotel quarantine programs as part of our ongoing support of the State Service's COVID-19 response.

The Tasmanian Training Consortium continued to provide cost-effective, quality professional development opportunities for the Tasmanian public sector by adapting its service model to one that offers both face-to-face and online delivery. A total of 75 calendar courses were delivered to 1173 participants during the year.

We launched the Insurance Checkup tool on the TasALERT website to help Tasmanians make informed decisions when it comes to insuring for natural disasters.

Service Tasmania's 2020–25 Strategic Plan was released; it is centred on the premise that Service Tasmania is here to make it easy for Tasmanians to access the services and advice they need at every stage of their life.

The 'Ask Service Tasmania' online form and email service was introduced to manage customer queries in a more streamlined way, with the Government Contact Centre team responding to nearly 4500 queries in its first year of operation. Service Tasmania launched social media (Facebook and Twitter) pages to better connect with customers and provide a range of government information, service updates and news to keep the community informed.

DPAC hosted a total of six official visits from countries that share strong economic, trade and cultural priorities with Tasmania, including Norway, the Republic of Korea, United Kingdom, Japan, Federal Republic of Germany and New Zealand.

DPAC's Office of Local Government supported local councils' business continuity during the pandemic

emergency. We consulted with the sector on the drafting of a new local government bill as part of the Local Government Legislative Framework Review.

We supported the Government to pass the *Brickmakers Point Landslip Act 2021*, which establishes a scheme to provide financial assistance to property owners affected by the landslip issues at Brickmakers Point.

We undertook a range of activities to support the appropriate sale and transfer of Tasmanian cemeteries.

We oversaw the administration of \$801,000 in Australian Government grants for local fishing and camping infrastructure. We engaged with the sector in relation to ongoing and emerging issues with the code of conduct framework for Tasmanian councillors to inform the development of proposed targeted legislative changes.

We oversaw the development of Dog Control Regulations 2021 to support amendments made to the *Dog Control Act 2000* in 2019.

The Policy Branch supported the Premier at more than 20 National Cabinet meetings to drive the national COVID-19 response and broader economic recovery.

We worked closely with other Tasmanian government agencies, the Australian Government, the Victorian Government, foreign governments and industry to bring seasonal workers to Tasmania and Victoria to support our agricultural sector.

We coordinated whole-of-government responses to the Royal Commission into Aged Care Quality and Safety and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with a Disability.

We supported the Premier's Youth Advisory Council which provides the opportunity to identify priorities for discussion with the Government to deliver the best outcomes for young Tasmanians.

We supported the Literacy Advisory Panel which provides a community-wide framework to achieve a Literate Tasmania and the aspirational goal of 100 per cent functional literacy.

We led Tasmania's involvement in negotiations on the Australia and European Union and the Australia-United Kingdom free trade agreements.

The Australian of the Year Awards 2021 Tour of Honour toured the State with Tasmanian Australian of the Year recipients to visit communities and schools across Tasmania. This annual road trip was a chance for the recipients to share their inspiring messages and encourage people to nominate someone they know in the Australian of the Year Awards. DPAC continued to coordinate the Australia Day Program in Tasmania, including providing direct support to Australian of the Year, Grace Tame.

Secretary's Report



The past 12 months have been about adaptability and flexibility for DPAC as we continued our whole-of-government response to the COVID-19 pandemic.

In addition, and in an uncommon alignment, earlier this year over about three months Tasmania saw the election of Tasmania's 50th Government, the swearing-in of a new Cabinet, and the appointment of Tasmania's 29th Governor, Her Excellency Barbara Baker. I want to acknowledge and wholeheartedly thank everyone in DPAC for the commitment and effort that has gone into the large and detailed body of work to support these milestone events.

As the agency responsible for whole-of-government recovery planning, preparedness and coordination, we established the COVID-19 Recovery Branch. This branch coordinates Tasmania's response to COVID-19 recovery, including implementation of relevant recommendations from PESRAC. We also provided secretariat support for the Independent Review of the Response to the North-West Tasmania COVID-19 Outbreak which handed down its report in November 2020. DPAC has continued to support the Premier in 21 National Cabinet meetings working with the Commonwealth, other states and territories and Tasmanian government agencies on the national response to COVID-19. Each of these are a tangible demonstration of just how important our collective work is in delivering outcomes for Tasmanians.

As our largest division with more than 195 people in 28 locations across the State, I particularly acknowledge Service Tasmania staff who continued to deliver essential face-to-face services to the community throughout the pandemic. While so many in DPAC and the broader State Service were able to work from the safety of our homes, front facing Service Tasmania staff did not have this option. I thank our Service Tasmania staff for their flexibility and dedication – it has not gone unnoticed.

Amidst these challenges, the Service Tasmania Strategic Plan 2020–25 was released. This plan will see Service Tasmania continue to embrace contemporary service delivery processes and ensure it remains relevant and responsive to the changing needs and expectations of Tasmanians. Service Tasmania also launched its social media presence this year, and after a brief relocation to a pop-up shop in the Hobart City Council customer service centre, reopened the Hobart Service Centre following extensive renovations. An attractive centre, the second busiest in the State, now has a more contemporary layout designed to provide customers with easy access to government transactions, services and information in a range of ways.

It was a privilege to see our Diversity and Inclusion Action Plan 2021 published which outlines our commitment to building a workplace that is grounded in respect, fosters inclusion, promotes diversity and embraces the unique skills and qualities of all our people. We all have a role to play in helping create a culture that is inclusive, diverse, and where everyone feels like they belong.

In December last year the Premier formally launched the implementation of the Our Watch Workplace Equality and Respect Standards for the Tasmanian Government. In 2021 we joined other government agencies in a program of work gathering baseline data and staff engagement activities through self-assessment and a staff survey against the Our Watch Standards to ensure our commitment to action on family violence is ongoing and will build on our achievements through White Ribbon Australia.

In January we saw Grace Tame recognised with the national title of Australian of the Year 2021 – the first Tasmanian to be given this title in the 61-year history of the Awards. As the organisation responsible for coordinating the Australia Day Program in Tasmania, I am proud that DPAC supports Grace throughout her year as she continues to push for legislative reform and raise public awareness about the impacts of sexual violence.

In a rare opportunity this year to get out and about, I was able to attend Agfest and witnessed in person the hard work and collaboration that goes into delivering a whole-of-government exhibit, particularly considering the challenges presented by COVID-19. It was fantastic to observe people of all walks of life engaging with the different services and programs we provide across government under the theme of 'keeping Tasmanians safe'.

In closing, as I reflect on the intense challenges and change of the last 12 months, I am incredibly proud of what the people of DPAC have achieved for the government and for Tasmanians. As we head into the final year of the Department's Strategic Plan 2019–22, I would like to draw attention to our vision to be a highly valued partner that puts the best interests of Tasmanians at the heart of everything we do. I am honoured to be part of an organisation full of passionate and dedicated people who lead with this vision every day.

Thank you.



Jenny Gale

Secretary

Department of Premier and Cabinet

Our Department

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

The Department works closely with the public sector, the community, local government, the Australian Government and other state and territory governments.

Further information regarding the DPAC divisions can be found at our website www.dpac.tas.gov.au.

OUR PURPOSE

To lead the State Service in supporting government to achieve the best possible outcomes for the Tasmanian community.

OUR VISION

A highly valued partner that puts the best interests of Tasmania at the heart of everything we do.

OUR VALUES



Excellence

We strive for excellence at all times.



Customer focus

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



Working together

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



Being professional

We act with integrity and are accountable and transparent.

OUR ROLE

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

- provide public policy services
- deliver government information and services
- manage intergovernmental relations
- lead and coordinate whole-of-government initiatives
- support the machinery of government
- administer statutory responsibilities
- support the TSS

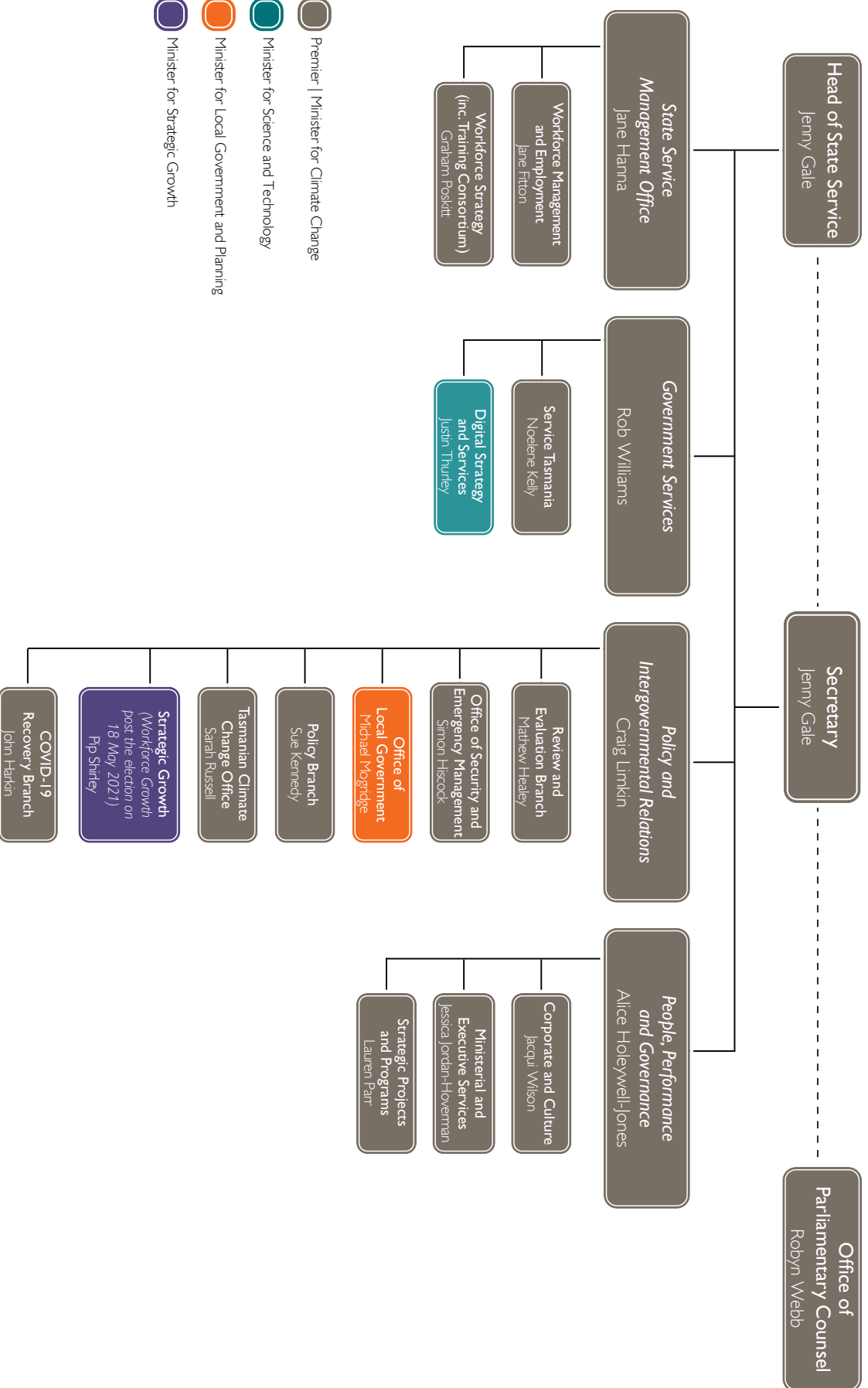
GOVERNANCE





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

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

The divisional structure of the Department is aligned to the outputs and services provided and the responsibilities of portfolio ministers.

The relationship between the ministers, outputs and divisions is shown in the Organisation Chart on page 7 and in the output structure table on page 8.



-  Premier | Minister for Climate Change
-  Minister for Science and Technology
-  Minister for Local Government and Planning
-  Minister for Strategic Growth

MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

Following the Tasmanian state election held on 1 May 2021, the incumbent Liberal Government, led by Hon. Peter Gutwein, the Premier of Tasmania, was successfully returned for a third term in government. Cabinet was announced on 18 May 2021 with the ministerial and output group structure. On 30 June 2021, the ministerial and output group structure was as follows:

Output group / Output	Responsible Minister	Responsible Department Division/Unit
1. Support for executive decision-making		
1.1 Strategic policy and advice	Peter Gutwein MP Premier	Policy Branch COVID-19 Recovery Branch Workforce Growth
1.2 Climate Change	Peter Gutwein MP Minister for Climate Change Guy Barnett MP Minister for Energy and Emissions Reduction	Tasmanian Climate Change Office
2. Government processes and services		
2.1 Management of Executive Government processes	Peter Gutwein MP Premier	People, Performance and Governance
2.2 Principal and subordinate legislation	Peter Gutwein MP Premier	Office of Parliamentary Counsel
2.3 Tasmanian government courier	Peter Gutwein MP Premier	People, Performance and Governance
2.4 Corporate support to ministerial and parliamentary offices and Office of the Governor	Peter Gutwein MP Premier	People, Performance and Governance
3. Electronic services for government agencies and the community		
3.1 Information, technology and digital services strategy and policy development	Michael Ferguson MP Minister for Science and Technology	Digital Strategy and Services
3.2 Management and ongoing development of Service Tasmania	Peter Gutwein MP Premier	Service Tasmania
3.3 Delivery of IT Services	Michael Ferguson MP Minister for Science and Technology	Digital Strategy and Services
4. State Service management		
4.1 State Service employment and management	Peter Gutwein MP Premier	State Service Management Office
5. Security and emergency management		
5.1 Security and emergency management	Peter Gutwein MP Premier	Office of Security and Emergency Management
6. Local government		
6.1 Local government	Roger Jaensch MP Minister for Local Government and Planning	Office of Local Government

From 1 July 2020 to 17 May 2021, the ministerial and output group structure consisted of:

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

Our Divisions

GOVERNMENT SERVICES

Service Tasmania

Service Tasmania works closely with government agencies to deliver services and works in partnership with Commonwealth and local government organisations to identify opportunities to deliver their services locally through the Service Tasmania network. Service Tasmania's integrated approach to service delivery makes it easier for Tasmanians to do their everyday business with government.

It provides convenient access to a wide range of government services:

- over the counter at Service Tasmania's 27 Service Centres
- over the phone through the Government Contact Centre
- digitally through Service Tasmania Online, Twitter and Facebook

Customers in rural and remote Tasmanian communities find this convenient choice and easy access particularly beneficial.

Digital Services and Strategy

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

We work with client agencies and vendors to achieve outcomes by:

- identifying common needs and synergies
- aggregating demand
- consolidating capability
- recommending and provisioning digital and technology solutions

POLICY AND INTERGOVERNMENTAL RELATIONS

Review and Evaluation Branch

The Review and Evaluation Branch was established to promote evidence-based decision making across the Tasmanian Government. The branch's initial task was supporting the delivery of the TSS Review. Its ongoing role includes developing, promoting and implementing a service-wide review and evaluation framework.

Office of Security and Emergency Management

The Office of Security and Emergency Management (OSEM) builds a more secure and resilient Tasmania by emphasising national security and adopting an all-hazards approach to emergency management arrangements. This is done by leading key policy, planning and legislative roles across all phases of the emergency management spectrum.

OSEM works closely with emergency services, government agencies, local government, non-government organisations and the community to develop and implement comprehensive and integrated strategies for emergency prevention, preparedness, response and recovery to continually enhance the State's resilience to all hazards.

OSEM contributes to national policy development by:

- representing the Tasmanian government on national and state emergency management and recovery forums
- assisting with the implementation of national reforms in the areas of national security, resilience, natural disasters and recovery

Office of Local Government

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

The OLG works with its stakeholders to:

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

The OLG also administers the *Dog Control Act 2000* and the *Burial and Cremation Act 2019*.

Policy Branch

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

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

Policy branch also supports the Premier in National Cabinet meetings working with the Commonwealth, other states and territories and Tasmanian government agencies on the national response to COVID-19.

Tasmanian Climate Change Office

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

TCCO also advises government on climate change matters, with a particular focus on how Tasmania can:

- capitalise on the opportunities from a changing climate and the transition to a low carbon economy
- improve its capacity to prepare for and respond to the impacts of climate change
- reduce greenhouse gas emissions
- contribute to national policy development

TCCO's work is guided by the *Climate Change (State Action) Act 2008*, which provides the Climate Change (Greenhouse Gas Emissions) Regulations 2012 and which sets the 1990 baseline and the method for measuring Tasmania's greenhouse gas emissions. The Act is legally required to be reviewed every four years. The first two reviews were completed in 2012 and 2016, while the third review began in 2020 with public consultation undertaken in March and April 2021. Tabling of amendments in Parliament is expected to take place this year.

COVID-19 Recovery Branch

The COVID-19 Recovery Branch (CRB) was established to coordinate and support Tasmania's recovery efforts in response to COVID-19.

The branch is responsible for advising Government on Tasmania's recovery from COVID-19, including the State's recovery trajectory, short-term recovery measures for future Tasmanian lockdowns, and national recovery priorities through National Cabinet. The branch works closely with government agencies, local government, non-government organisations and the community to identify, develop and implement strategies for Tasmania's recovery from COVID-19.

CRB oversees the delivery of 64 recommendations from the PESRAC's interim report and 52 recommendations from its final report. CRB's responsibilities include providing regular advice to Government on the status of recommendations and working with agencies to implement individual recommendations, particularly where they have whole-of-government implications.

The branch is also leading implementation of recommendation 63 from the interim report and recommendation 35 from the final report – community-led and place-based recovery. As part of this work, the CRB has established three COVID-19 regional recovery committees in the north, north-west, and south of the State. These committees have community, government, and industry membership and have been tasked with identifying the impacts of COVID-19 in each region, recommending recovery measures to government and helping to enable locally led recovery activities.

Strategic Growth (Workforce Growth post 18 May 2021 election)

Strategic Growth delivers the Government's strategic growth work which aims to ensure that all Tasmanians, no matter where they live, their background or their circumstances, can grasp the opportunity to participate in Tasmania's growing economy.

Strategic Growth's work over the past 12 months included providing support to:

- George Town – three projects identified by the community which will provide job-related opportunities and growth across the region
- Glenorchy Jobs Hub – a newly created jobs hub that connects unemployed people with business and skills development
- South-East Employment Hub – a locally based jobs placement initiative that involves collaboration between the South-East Region Development Association, Colony 47 and Community Transport Services, Tasmania
- two southern-based social enterprises that support youth into employment and skill-related opportunities

STATE SERVICE MANAGEMENT OFFICE

The State Service Management Office's (SSMO) key role is assisting the Premier (as the employer) to balance the social, economic, cultural and political aims of Government through high-quality policy for State Service employment management and development. SSMO also supports the Minister administering the *State Service Act 2000* and the Head of the State Service to undertake the employer functions and powers.

This office comprises two units that provide policy and services as outlined below:

Workforce Management and Employment – employment policy and programs; industrial relations, workforce analysis and planning and work health, wellbeing and safety.

Workforce Strategy – training, education and development delivered through the Tasmanian Training Consortium; development and delivery of management and leadership programs; and driving whole-of-government programs and initiatives to build greater diversity and inclusion in the TSS.

OFFICE OF PARLIAMENTARY COUNSEL

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 Government's legislative program
- prepares relevant advice on legislative matters
- maintains the electronic database of Tasmanian legislation

PEOPLE PERFORMANCE AND GOVERNANCE

Corporate and Culture

Human Resources

The Human Resources team provides a comprehensive human resources management and advisory service to the department as well as ministerial and parliamentary support. The team is responsible for advising on all human resource issues, HR policies and guidelines, work health, safety and wellbeing, and payroll services.

Human Resources partners with managers to:

- recruit and retain highly qualified, diverse staff
- facilitate positive employee relations
- develop and enhance employee skills, performance and job satisfaction

The Human Resources team also creates and implements programs and policies in collaboration with the SSMO to increase organisational effectiveness

Information and Technology Services

Information and Technology Services supports DPAC and the ministerial and parliamentary support by providing:

- end devices (eg computers, laptops and file servers)
- telephone, mobile computing and cloud services
- corporate, business and web applications support
- records and information management support
- network, cybersecurity and infrastructure services

Financial Management Services

Financial Management Services delivers a range of financial and budget services that support DPAC's operations, including:

- providing financial support services such as reporting to DPAC Executive, monitoring and reporting DPAC's financial position and preparing financial statements
- developing and implementing financial policy
- coordinating DPAC's budget processes
- maintaining and developing DPAC's financial management information system
- analysing financial revenue and expenditure streams of the department
- managing DPAC's debtor and creditor processes

Properties and Procurement Branch

The Properties and Procurement Branch manages works and services for buildings occupied by DPAC and ministerial and regional office staff.

Properties and Procurement oversees DPAC's:

- building leases and rental arrangements, accommodation planning, capital improvements and office fit-outs and refurbishments
- vehicle fleet, including cars provided under employment contracts, G-plated vehicles and parking arrangements

- high-level advisory services in relation to procurement, contracting, grants management and insurable interests through the Tasmanian Risk Management Fund

Ministerial and Executive Services

Ministerial and Executive Services supports the Secretary, DPAC and the Premier by:

- managing key critical issues
- advising on and supporting machinery-of-government processes and government administration
- responding to right to information requests via its delegated statutory officers
- administering the appointments of heads of agencies and authorities
- providing executive support to the Secretary, DPAC
- coordinating ministerial requests
- coordinating the Premier's correspondence, which is handled by our Departmental Liaison Officers in the Premier's Office
- managing the Ministerial Transport Service, which is the team of drivers who provide a statewide professional transport service to the Premier, Cabinet members and other approved clients

Cabinet Office

The Cabinet Office acts according to policies established by the Cabinet and procedures set out in the Cabinet Office Handbook. Its role includes:

- preparing for and supporting Cabinet processes and meetings
- Executive Council Secretariat functions

Its key objectives are:

- providing an efficient Cabinet process that supports effective decision making by the government of the day
- providing information and advice to agencies about Cabinet processes
- ensuring the appropriate safekeeping and archiving of Cabinet records

Executive Services

Executive Services provides:

- support for the preparation, scrutiny and processing of documents and workflow for the Premier and DPAC ministers
- key advice for and through the Secretary, DPAC and deputy secretaries
- advice to the Premier's Office, ministerial offices and departments on machinery of government and other administrative law matters

Executive Services also facilitates the work of the Protocol Team, which provides advice and services to DPAC, the Tasmanian Government and the broader Tasmanian community, including:

- organising diplomatic and official passports
- issuing congratulatory letters (ages, anniversaries)
- managing flag requests, advising on masting and precedence, and maintaining the flag library
- advising on order of precedence for official engagements

Strategic Projects and Programs

Strategic Projects and Programs provides specialist advice and services, at times with frequently changing priorities, to a broad range of stakeholders, both internal and external to the Tasmanian Government, across the following areas:

- strategic programs, projects and events for the DPAC Secretary and Executive, including the department's commitment to Our Watch, the Government's Transparency Agenda, and Tasmania's participation in the Australia Day Program
- communications, including internal and whole-of-government communications and marketing
- direct support to the Secretary and DPAC's governance committees

Our People and Policies

DPAC continued to provide the best possible support to the Tasmanian Government, industry and community throughout the pandemic year of 2020–21 which saw constant change in our lives.

With our ethical and compassionate culture DPAC supported our officers to be highly responsive to the needs and welfare of all Tasmanians.

We are committed to managing our human resources by:

- attracting a pool of talented candidates who add to our diverse workforce and reflect the Tasmanian community we serve
- valuing and encouraging diverse opinions and views because this leads to better decision making
- working with our employees so they understand what is expected from them and which aspects of their role are the most important, including identifying how the delivery of their role contributes to team and organisational goals and how their performance will be evaluated
- developing a learning culture that prioritises people's learning and development, including career aspirations, and builds the future capabilities needed to deliver the department's strategic priorities
- uniting our department behind our strategic objectives, including increasing the visibility of our leaders and working to grow leaders at all levels to lead effectively through change
- continuing to build our culture where outstanding performance, in line with our departmental values and behaviours, is recognised and rewarded, and where we continue to learn from the things we could have done better

- DPAC plays a key role in ensuring State Servants have access to diverse and varied career experiences; being employed at DPAC represents an opportunity to gain experience in the central agency of the Tasmanian Government; at DPAC, employees get experience in unique whole of service issues, such as employment arrangements, machinery of government changes, digital and cybersecurity, and whole of government policy development; this experience, and 'umbrella view', is often cited as an important stepping stone in the careers of our current and future State Service leaders

STRATEGIC INITIATIVES

People and Culture Strategy

Approved in June 2020, the DPAC People and Culture Strategy is a critical enabler for delivering the DPAC Strategic Plan 2019–22. The individual and collective efforts of our people will help us achieve our strategic priorities – high performing people and culture, fresh thinking, sound advice and effective partnerships between government, industry and the community.

The strategy was initially developed in early 2020; however, because of the ongoing challenges presented by the COVID-19 pandemic, our consultation efforts were temporarily delayed. We have continued to work closely with our division heads, who reviewed and provided input into the Strategy as we finalise it for release. The Strategy outlines DPAC's roadmap to continuing to build a great place to work.

Staff consultation

DPAC Executive regularly reached out to staff to help shape culture and inclusion initiatives by:

- seeking and providing input into DPAC's policy response action/work plans on behalf of their portfolio areas
- promoting and supporting culture and inclusion actions in DPAC

In addition, the PAC – a group of enthusiastic volunteers working to improve staff morale, relationships across the agency, career pathways and opportunities and workplace health and wellbeing – helps DPAC implement initiatives that build a more diverse workforce and an inclusive organisation.

STAFFING INFORMATION - DPAC

Paid headcount and paid full-time equivalent

As at 30 June 2021, DPAC had 487 employees – 392.6 paid full-time equivalents (FTEs), including Tasmanian State Service and casual employees but excluding employees on unpaid leave.

Table 1.1 – Paid headcount and paid FTEs by division as at 30 June 2021

Divisions	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
COVID-19 Recovery Unit	2	2	4	2.0	2.0	4.0
Digital Strategy and Services	23	30	53	20.6	29.6	50.2
Office of Local Government	4	7	11	4.0	6.3	10.3
Office of Parliamentary Counsel	9	3	12	8.5	2.5	11.0
Office of Security and Emergency Management ¹	38	23	61	22.2	12.8	35.0
Office of the Secretary	2	2	4	2.0	2.0	4.0
People, Performance and Governance	55	38	93	47.5	35.3	82.8
Policy Branch	10	5	15	9.0	4.8	13.8
Service Tasmania	161	34	195	114.3	31.7	146.0
State Service Management Office	19	4	23	17.0	3.9	20.9
State Service Review	1	3	4	0.6	2.3	2.9
Strategic Growth	2	1	3	1.8	1.0	2.8
Tasmanian Climate Change Office	7	2	9	7.0	1.9	8.9
Total	333	154	487	256.5	136.1	392.6

¹ Includes the COVID-19 Contact Centre

Paid headcount and FTE change

The department's paid headcount decreased by 14 employees from 501 at 30 June 2020 to 487 at 30 June 2021. However, paid FTEs increased by 6.8 from 385.8 to 392.6 during the same period. The main reasons for this are:

- consolidation of operations at the COVID-19 Contact Centre, where the hours of staff were increased (by +12.8 FTE) to compensate for staff turnover (by -5 headcount)
- part-time employees increasing their working hours

Overall, excluding the COVID-19 Contact Centre (27.4 paid FTEs), the remainder of the department has decreased by 6.0 paid FTEs.

DPAC STAFF MOVEMENTS

Table 1.2 – DPAC Staff Movements 2020–21

Staff Movements	Male	Female	Total
Commencements			
Permanent	4	10	14
Fixed term	21	38	59
SES	4	1	5
Casual	27	32	59
Total commencements	56	81	137
Separations			
Resignations, retirements, and contract expiries	29	53	82
Transfers to other agencies	16	23	39
Targeted negotiated voluntary redundancies	0	0	0
Workforce renewal incentive payments	0	0	0
All SES separations	1	3	4
Total Separations	46	79	125

EMPLOYEE STATISTICS – DPAC

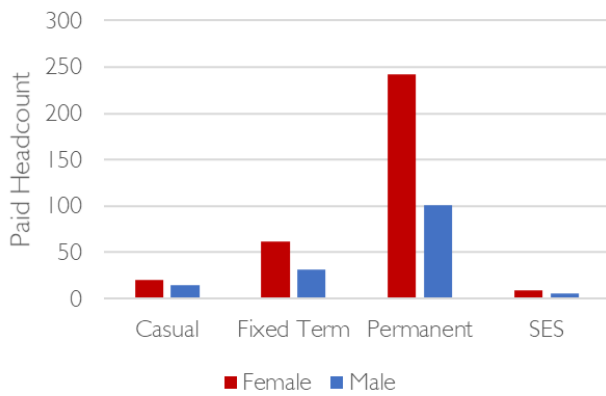
Gender by employment type, working arrangements, salary classification and age

Gender by employment type

The majority (70 per cent) of DPAC employees at 30 June 2021 were permanent, a slight decrease from 74 per cent at 30 June 2020.

The gender profile of the Senior Executive Service (SES) in DPAC was 60 per cent female and 40 per cent male. This meets the State Service commitment to achieving 50/50 gender diversity in the SES.

Chart 1.1 – Gender by employment type by paid headcount, 30 June 2021

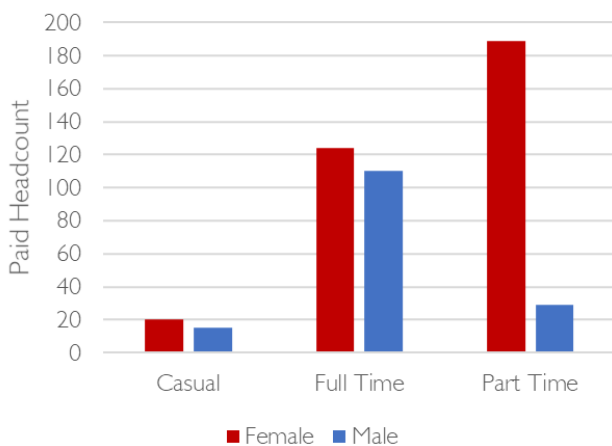


Gender by working arrangements

The majority of DPAC employees at 30 June 2021 were female (68 per cent), with numbers remaining relatively consistent over the past few years.

Part-time employment has increased from 40 per cent at 30 June 2020 to 45 per cent at 30 June 2021. The majority (87 per cent) of these employees were female.

Chart 1.2 – Gender by working arrangements by paid headcount, 30 June 2021

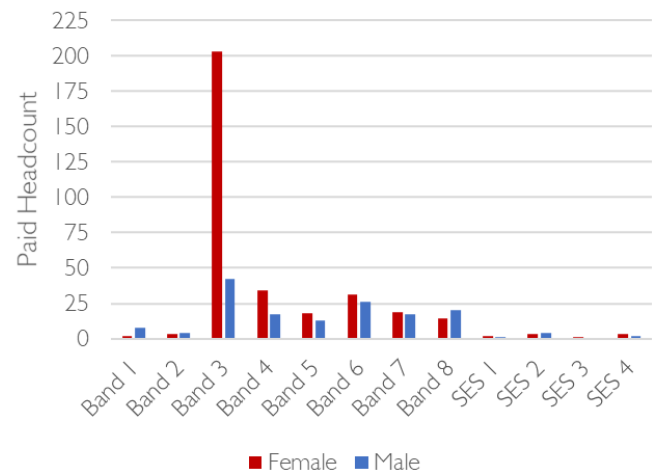


Gender by Salary Classification

The majority of employees within the department are classified at Band 3 (50 per cent). This is mainly because of the large number of employees undertaking Band 3 customer service roles within Service Tasmania or the COVID-19 Contact Centre, which accounts for 85 per cent of all Band 3 positions. Females occupy most Band 3 roles (83 per cent) within the agency.

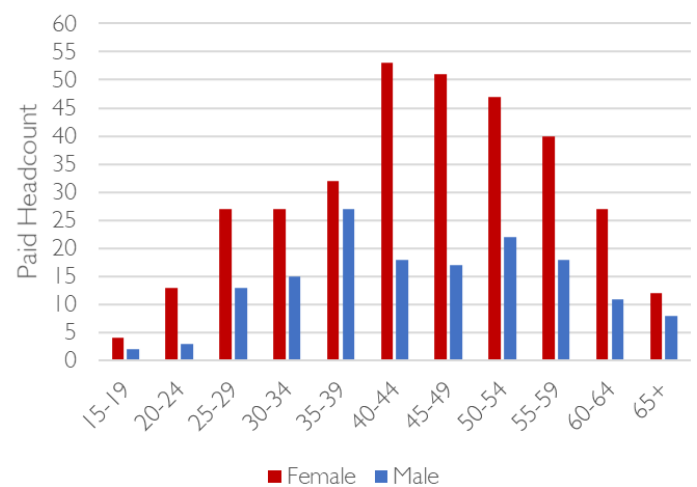
The average full-time salary for females was \$84,307, compared to \$96,716 for males at 30 June 2021.

Chart 1.3 – Gender by salary classification by paid headcount, 30 June 2021



Gender by age

Chart 1.4 – Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2021



STAFFING INFORMATION – MINISTERIAL AND PARLIAMENTARY SUPPORT (MPS)

Paid headcount and paid FTE

As at 30 June 2021, Ministerial and Parliamentary Support (MPS) had 155 appointees (144.6 Paid FTEs). This includes Crown Prerogative appointees; employees seconded from the Tasmanian State Service and ministerial drivers and excludes appointees on unpaid leave.

Table 1.3 – Paid headcount and paid FTE by group, 30 June 2021

Offices	Headcount			FTEs		
	Female	Male	Total	Female	Male	Total
Government ministerial and electorate offices ¹	69	54	123	66.9	52.9	119.8
Labor opposition office and electorate offices	17	7	24	13.2	5.2	18.4
Tasmanian Greens and Independent electorate offices	3	5	8	1.6	4.8	6.4
Total	89	66	155	81.7	62.9	144.6

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

Staff Movements

The number of MPS commencements and separations in 2020–21 is less than previous reporting periods due to the impact of the timing of the 2021 election.

Table 1.4 – MPS staff movements, 2020–21

Staff Movements	Male	Female	Total
Commencements			
Crown Prerogative appointments	11	19	30
Secondment arrangements	2	5	7
Total commencements	13	24	37
Separations			
Resignations, retirements and contract expiries	8	24	32
Transfers to other State Service agencies	0	6	6
Terminations ¹	0	1	1
Total separations	8	31	39

¹ Termination data excludes employees who have recommended employment.

EMPLOYEE STATISTICS – MPS

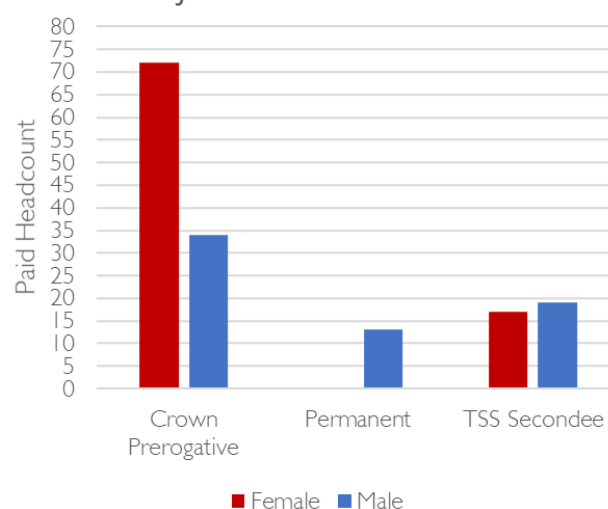
Gender by Employment Type, Working Arrangements, Salary Range and Age

Gender by Employment Type

The majority (68 per cent) of MPS staff are Crown Prerogative appointees (non-state servants). All ministerial drivers are permanent Tasmanian State Servants.

Females represent 57 per cent of all MPS staff.

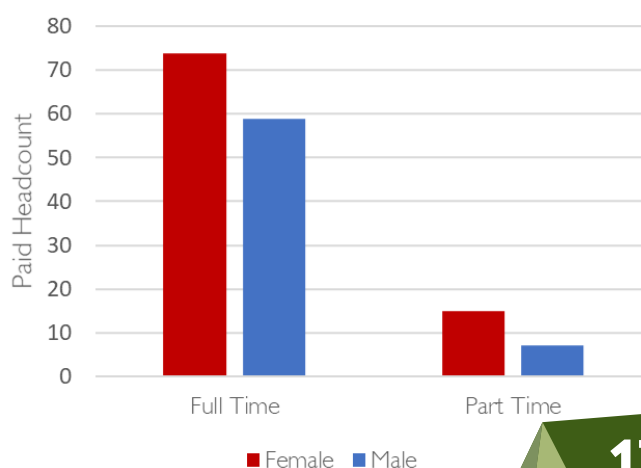
Chart 1.5 – Gender by Employment Type, by Paid Headcount 30 June 2021



Gender by Working Arrangements

Part-time employment only represents 14 per cent of the total MPS workforce and has decreased since last year.

Chart 1.6 – Gender by Working Arrangements, by Paid Headcount 30 June 2021

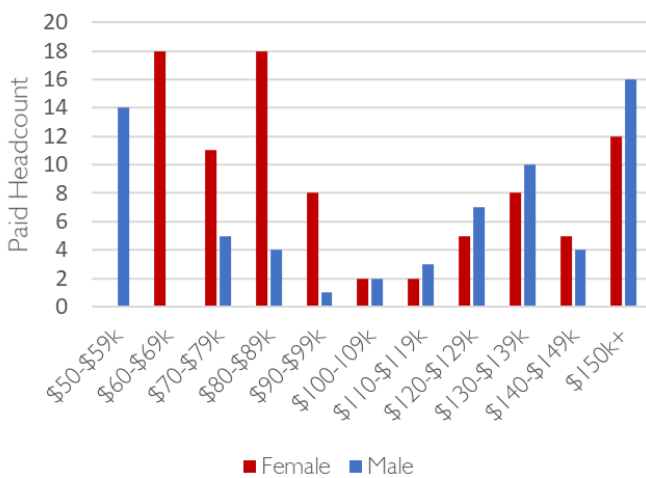


Gender by Salary Range

The salary profile for MPS is atypical, with the majority of male appointees within the salary ranges \$59,000 - \$68,000 or \$150,000+. The majority of females fall within the salary ranges \$60,000 - \$90,000 or \$80,000 - \$90,000.

The average salary for males is \$123,662 and the average salary for females is \$105,758.

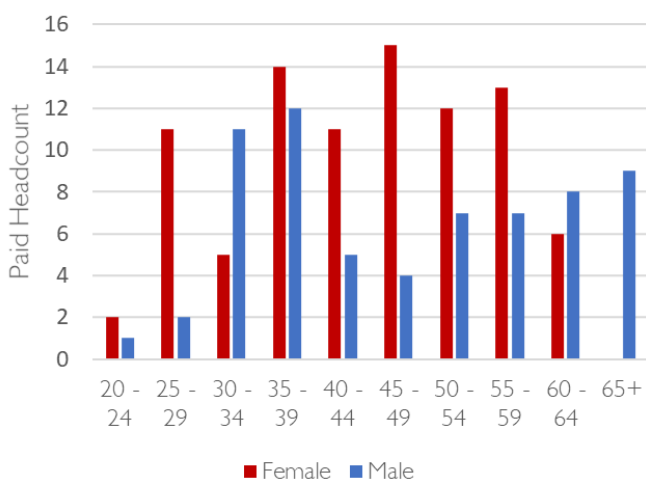
Chart 1.7 – Gender by Salary Range, by Paid Headcount 30 June 2021



Gender by Age

The majority of MPS male appointees are aged between 30-39 years, compared to females, who are evenly divided between 30 and 60 years.

Chart 1.8 – Gender by ABS Age Group, by Paid Headcount 30 June 2021



HUMAN RESOURCES ACTIVITIES

Workplace Diversity

The DPAC Diversity and Inclusion Action Plan for 2021 upholds our vision to build a culture of respect and inclusiveness which reflects the diverse community we serve. The Plan supports other work being undertaken to build safe and inclusive workplaces, as outlined in the DPAC People and Culture Strategy 2020–22. The Plan sets out priorities for the 2021 year only, with a more comprehensive Plan to be released in alignment with the updated State Service Diversity and Inclusion Framework 2017–20 expected in late 2021. It builds on and enhances our current accessibility practices, mental health awareness, workplace behaviours and our other employee supports with the objectives to:

- promote awareness and the benefits of having a diverse and inclusive culture
- embed practices for an inclusive workplace culture
- develop inclusive practices and procedures with a focus on diversity
- build a safe and healthy work environment free from bullying and harassment

Accessibility Action Plan

DPAC is committed to ensuring that our services, facilities, information and employment are inclusive and accessible. In 2020–21, DPAC continued the implementation of the Accessibility Action Plan 2018–21, following the release of Tasmania’s third Disability Framework for Action, Accessible Island.

Accessibility Action Plan – Key achievements

Following are several achievements through our work in 2020–21:

- Continuing to use and monitor the Emergency Management Framework for Vulnerable People to assist in the development and maintenance of emergency management arrangements that:
 - consider and prioritise the essential needs of vulnerable people before, during and after an emergency
 - enable service providers to readily identify, locate and communicate with vulnerable people in an emergency

- DPAC is committed to meeting Web Content accessibility. DPAC's templates and websites are compliant with website Content Accessibility Guidelines (WCAG) 2AA
- the Coronavirus website was reviewed for accessibility improvements and enhancements actioned resulting in the website achieving a 90 per cent accessibility rating
- we updated the eLearning Package and delivered mandatory training to DPAC staff on the creation of accessible documents
- we actively recruited nine employees through the TSS Disability Register and Disability Employment Service providers
- DPAC continued to conduct mental health awareness campaigns to reduce stigma and increase support for mental health in the workplace
- we refreshed the Workplace Behaviour and Grievance Resolution Policy to include diversity and inclusion
- the Department promoted the accessible information, tools and resources e-learning module on DPAC's learning management system to support us in creating accessible information for people with disability
- we continued to encourage access to services to enable people to live healthy, productive, independent and dignified lives, including service animals being welcomed onto our premises and Service Tasmania operating a newer service model with a concierge available to greet customers and help with any needs that a person identifies

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

Work Health, Safety and Wellbeing Strategies

DPAC is committed to the implementation of a fit for purpose WHS management system that will provide valuable data and allow the Agency to address trends and plan in real time for the safety and well-being of all DPAC employees. Our Agency WHS Committee develops an annual WHS plan with direct links to the Agency COVID safety plan. The key elements of the activities in 2020-21 included:

- the implementation of the Work Health and Safety Management System (WHSMS)
- maintaining WHS operational risk registers and providing risk assessment training within units to build capacity
- a revised Flexible Work policy was implemented in DPAC as part of the COVID-19 response including working from home and family friendly incentives
- the development of specific wellbeing programs for the new COVID-19 Call Centre staff in conjunction with EAP providers
- DPAC offered a range of programs and activities to help employees stay healthy and achieve a better work life balance
- DPAC commenced planning work on measurement and evaluation
- DPAC Officers, including the Executive, managers and supervisors are accountable to support healthy and safe work processes and practices in their areas
- delivery of a simplified flu vaccination program
- support in the continued improvement of Asbestos Management for the agency
- investigate work, health and safety processes across multiple work units, with shared recommendations and outcomes
- WHS Officer training delivered by the Office of the Solicitor General, in collaboration with a number of other agencies
- mental health and wellbeing education including:
 - a 60-minute training session delivered by OzHelp Tasmania entitled '10 Strategies for Strengthening Resilience'
 - an online series of webinars based around the theme Safe Bodies, Safe Minds for Mental Health Week
 - WorkSafe Month in October 2020 was promoted within DPAC to ensure safety, health and wellbeing was a top priority in the workplace

WHS Performance Measures

The following measures report the Department's status in actively providing a safe and healthy work environment:

Table 1.5 DPAC Performance Measures

DPAC Performance Measures	2017–18	2018–19	2019–20	2020–21
Number of incidents reported	70	43	51	58
Number of hazards reported ^{1,2}	-	3	1	15
Number of workers' compensation claims	8	7	5	7
Number of serious claims (1 or more weeks off work)	-	2	4	6
Number of First Aid Officers	32	18	18	18
Number of completed WHS training ^{1,3}	-	371	281	150
Number of employees participating in flu vaccine program	250	299	101	186

¹ The number of hazards reported and number of completed WHS training for 2017–18 is not available.

² The number of hazards reported in 2020–21 includes customer breaches of COVID protocols in Service Tasmania shop locations.

³ The WHS training is mandatory for all employees to complete each calendar year. The WHS training completed within the period 1 July 2020 – 30 June 2021 included the new employees across the agency (the majority consisted of new employees from the COVID-19 call centre) with the 2021 refresher training for employees yet to be scheduled.

Table 1.6 MPS Performance Measures

MPS Performance Measures	2017–18	2018–19	2019–20	2020–21
Number of incidents reported	3	2	1	5
Number of hazards reported ¹	-	0	0	0
Number of workers' compensation claims	3	0	1	2
Number of First Aid Officers	3	5	5	5
Number of employees participating in flu vaccine program ²	58	70	-	39

¹ The number of hazards reported in 2017–18 is not available.

² The number of employees participating in flu vaccine program in 2019–20 is not available.

SUPERANNUATION CERTIFICATE

I, Jenny Gale, Secretary, Department of Premier and Cabinet, hereby certify that the Department has met its obligations under the Australian Government *Superannuation Guarantee (Administration) Act 1992* and the Tasmanian *Public Sector Superannuation Reform Act 2016* in respect of 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*).



Jenny Gale

Secretary

Department of Premier and Cabinet

30 June 2021

Our Strategic Priorities

During the past year, the DPAC Strategic Plan 2019–22 has continued to help us:

- support 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 Plan reflects the continually changing environment that DPAC, and the State Service more generally, is working in.

Community, industry and non-government organisations expect government to drive tangible beneficial outcomes for Tasmania, and this highlights the importance of clearly defining DPAC's role as a central agency and service provider.

Our continued focus on and investment in our people and workforce culture, along with our innovative policy development and advice, are positioning us to provide valuable advice to our partners and the community we serve.

We have identified three guiding principles to direct the work of the Department in a continually changing environment.

These guiding principles are:

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

Significant bodies of work were delivered as outputs of our strategic plan in the 2020–21 financial year. The COVID-19 pandemic influenced our ability to fully progress several Year 2 outputs, and we continue to carefully consider our priorities, and how we deliver our commitments, in light of the new environment COVID-19 presents.

IMPLEMENTING THE PEOPLE AND CULTURE STRATEGY

The DPAC People and Culture Strategy, approved in June 2020, has five core success measures:

- We attract a diverse workforce and embrace our differences.
- We have role clarity.
- We invest in our people and support staff improvement.
- We involve our staff in managing change.
- We celebrate success.

The Strategy is a critical enabler of the DPAC Strategic Plan 2019–22 and both individual and collective efforts are helping us achieve our strategic priorities.

DPAC Senior Executive Service staff are accountable for culture and diversity within their areas of responsibility.

Staff are encouraged to participate in initiatives outlined in the DPAC Accessibility Action Plan 2018–21 which was designed to achieve better outcomes for people with disability, as well as initiatives in the Family Violence Operational Plan 2019–22 and the Diversity and Inclusion Action Plan 2021.

DPAC moved to Our Watch Workplace Equality and Respect Standards in December 2020, and work to align with the standards has continued throughout 2021.

As part of the Wellbeing Program, a work health and safety refresher module were launched for use throughout the agency.

Other work included promoting WorkSafe Month, Mental Health Week, R U OK? Day, and COVID-19-safe behaviour. Support is available for staff whose wellbeing has been impacted.

As part of promoting an agile response to COVID-19, DPAC deployed more flexible and contemporary recruitment practices within its existing employment framework. Similarly, the Reward and Recognition Framework and Guidelines were developed in consultation with staff during 2021.

Throughout 2020–21, DPAC developed a framework to manage change in an improved and more satisfactory way.

We delivered open and proactive communications on matters relating to organisational change.

We involved employees in genuine opportunities to contribute feedback to proposed changes.

We shared experiences and case studies of change implementation across DPAC.

We surveyed our people after each significant change to find out how they felt about the process of change and what we could do better next time.

The DPAC Executive is committed to ongoing learnings from change processes within the organisation, and is supported by the PAC.

COVID-19 necessitated a shift in how we communicated internally, including real-time updates from the Secretary DPAC. We used Zoom and Teams for this purpose. Since the first Secretary's webinars were held in early 2020, they have become regular events, and all members of the Executive have featured in one or more of these webinars.

Given the positive feedback on these sessions, the Executive will continue to embrace the use of online seminar technology, including real-time question and answer functionality.

The DPAC Internal Communications Plan is being refreshed in 2021.

INCORPORATE INNOVATION AND CREATIVITY INTO OUR WORK

Design Thinking was used in parts of the Department equipping employees with tools and skills in their individual work area to focus on human-centred design and innovation.

During Year 2 of DPAC's Strategic Plan, we opened several avenues to ensure our employees feel able to raise their hands and say, 'I have an idea!'. The Secretary personally initiated two key ways to invite innovative ideas by:

- activating the question and answer function in the regular all staff webinars so people could share ideas on topical issues in real time; and
- embarking on skip meetings where the Secretary meets with employees at all levels of our organisation for full and frank conversations on ideas, culture, opportunities and challenges

ANTICIPATE AND RESPOND TO CURRENT CHALLENGES AND FUTURE TRENDS

The Government's strategic growth work is a pre-COVID-19 initiative that involves working with the community to ensure all Tasmanians can participate in and share the benefits of a strong economy and to support greater opportunities for all Tasmanians.

In 2020–21 we worked closely with the George Town community to identify priority projects that support jobs, skills and training, and business and community growth in the region. We also supported the work of some social enterprises providing a step up to Tasmanians who have additional barriers to employment.

As part of COVID-19 recovery work, we also supported the continued work of the successful South East Employment Hub in the Sorell region and the Glenorchy Jobs Hub.

Following the acceptance of the PESRAC's recommendations and the creation of Jobs Tasmania and the ministerial portfolio of Skills, Training and Workforce Growth, strategic growth work will be transferred to the Department of State Growth from 2021–22.

DIGITAL STRATEGY WORK PROGRAM

In June 2020 the Tasmanian Government released its foundational strategy for digital transformation - Our Digital Future. The result of more than six months consultation across government and with key industry stakeholders facilitated by DSS, the Department of Treasury and Finance and the Department of State Growth.

The release of the strategy was initially delayed due to the widespread impact of the COVID-19 pandemic. However, this proved to be a timely opportunity to highlight the importance of digital transformation in strengthening Tasmania's recovery, resilience and future emergency response capability as we transition to different ways of working and providing services.

In response, a second work stream was added to Our Digital Future's Strategic Action Plan. This work will focus on learning from and responding to challenges and opportunities that arise from the pandemic emergency.

In 2020–21, the Tasmanian Government committed an additional \$4.9 million over four years to improve the Government's ability to protect Tasmanians' data and minimise the potential for disruption of government services from cyber security threats.

DPAC's DSS initiated a program of work to:

- build an improved cyber security incident response capacity and capability across government
- provide support services for Tasmanians who have been affected by identity theft
- increase the level of cyber security awareness across government and to ensure staff understand their role in reducing cyber security risks
- establish additional cyber security training for staff that will enable them to recognise cyber security threats and to respond appropriately
- upskill cyber security professionals across government with the latest techniques

Service Tasmania has introduced a range of new work practices in its recently developed Launceston and Hobart Service Centres to support improved customer service. Customers have benefitted from a shift from solely traditional over-the-counter services to a more flexible service model. Customers can access government services in a range of ways, potentially without needing to visit the counter, such as via the concierge desk, consultation booth and self-service or assisted self-service facilities. A significant requirement in introducing these changes has been to provide training and support to staff as we transition to new ways of working. Service Tasmania will undertake a review of the new model in the coming months, to determine benefits and lessons learnt and will report back to DPAC Executive on findings and recommendations. Recommendations will be considered for future service centre redevelopments, now that the Service Tasmania service design changes have been implemented in Service Tasmania's two busiest service centres. The new model forms the basis for future redevelopments, and it will be reviewed with findings reported back to the DPAC Executive.

The first Senior Executive Services (SES) forum for quite some time was opened by DPAC's Secretary, Jenny Gale, and hosted by the Premier, Peter Gutwein. The Premier took the opportunity to reflect on the year 2020 in light of COVID-19, and on emerging priorities and opportunities. The forum was successfully held on 20 October 2020 with a combined approach of several large meeting rooms and the Zoom webinar platform.

PURSUE OPPORTUNITIES FOR STRONGER INTERNAL AND EXTERNAL PARTNERSHIPS

PESRAC was established to provide advice through research and community consultation on strategies and initiatives to support the short, medium, and long-term recovery from the COVID-19 pandemic.

PESRAC delivered its interim report in July 2020, with 64 recommendations targeted at the immediate and short term response to the pandemic.

PESRAC's final report was delivered in March 2021 and contained a further 54 recommendations that focused on long-term recovery.

The reports' 116 recommendations were accepted by Cabinet and are now being progressed across the TSS.

PESRAC identified several key areas for targeted social and economic response measures to guide Tasmania's recovery from the pandemic:

- jobs and income as key factors for Tasmanians to determine their own priorities and wellbeing
- health and housing management as a framework to:
 - mitigate pandemic associated impacts on the health system
 - improve mental health issues exacerbated by the pandemic
 - improve food and housing accessibility as stressors for physical and mental wellbeing
 - community connectivity and engagement to remove barriers and allow all Tasmanians to participate in the digital world
 - environment and sustainability as essential components of the health, wellbeing and prosperity of Tasmanians
 - public sector capability to best support Tasmanians through recovery

PESRAC outlined a wide-ranging two- to five-year plan for the State's recovery. While some recommendations are likely to be implemented within two to three years, other recommendations are complex. These are being delivered across multiple agencies or are dependent on interjurisdictional arrangements.

By 30 June 2021, agencies had reported that 37 of the 116 recommendations had been finalised. Implementation of the remaining measures is underway, but is reliant on collaboration between the Government, the community and the private sector.

In 2020, DPAC collaborated across our traditional business unit lines to respond quickly to COVID-19.

We held weekly forums with government business enterprises and state-owned companies to collaborate with and support chief executive officers to respond to a rapidly changing environment.

We established the People, Performance and Governance Division, bringing together previously separate units with the clear mandate and goal of collaborating across all our corporate and executive support streams.

DPAC has adopted a model of collaboration on shared issues with other agencies, and these stronger linkages continue as we continue to respond to and recover from COVID-19.

Our Performance Measures

The Department has reviewed its KPIs to ensure they drive performance measures.

As highlighted in last year's report an internal working group was established to review and refresh the existing KPIs of the Department. The aim is to ensure our KPIs going forward align with DPAC's Strategic Plan and reflect the vision for the Department. The working group completed this work and an updated set of performance measures Annual Report for 2020–21.

The performance measures for the Department are classified as a measure of efficiency, effectiveness, economy or activity. The key focus is on outcomes for the Department, its stakeholders, and the community.

As this new set of KPIs has been developed for measurement from 2020–21 onwards, actual results are not available for 2018–19 and 2019–20 for some measures due to the data not being collected in the previous reporting period. Where possible, actual results against these measures have been provided for 2020–21 and targets have been set for 2021–22.

- Eff = Efficiency
- Ecco = Economy
- Ess = Effectiveness
- Act = Activity
- Nm = Not measured

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Target	2018–19 Actual	2019–20 Actual	2020–21 Actual
1.1 – Strategic Policy and Advice	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	85	Nm	Nm	80
1.1 – Strategic Policy and Advice	Premier	The Premier and the Cabinet receive high quality, rigorous and timely policy advice	Number	Ess	100	Nm	Nm	100
1.1 – Strategic Policy and Advice	Premier	DPAC collaborates with stakeholders to deliver key government priorities to make a significant difference for the people of Tasmania	Satisfactory/Unsatisfactory	Ess	Satisfactory	Nm	Nm	Satisfactory
1.2 – Climate Change ¹	Climate Change	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	90	Nm	Nm	Nm
1.2 – Climate Change ²	Climate Change	Progress towards meeting the Government Vehicle Fleet target of 100 per cent electric vehicles by 2030	Number	Eff	50	Nm	Nm	13
1.2 – Climate Change ^{3,4}	Climate Change	Progress towards implementing the initiatives, projects and actions in the Climate Change Action Plan	%	Eff	90	Nm	Nm	97
2.1 – Management of Executive Government Processes	Premier	Right to Information Requests responded to within statutory timeframes	%	Eff	100	Nm	Nm	100
2.1 – Management of Executive Government Processes	Premier	Documents provided to Cabinet within agreed timeframes	%	Eff	100	Nm	Nm	95
2.1 – Management of Executive Government Processes	Premier	Draft responses to routine Ministerial correspondence actioned within 10 days of receipt	%	Eff	90	Nm	Nm	82
2.2 – Principal and Subordinate Legislation	Premier	Proportion of key clients that are satisfied that the legislation drafted for the client met the relevant, and implementable policy intentions in a legally effective manner	%	Ess	99	95	99	99
2.2 – Principal and Subordinate Legislation	Premier	Percentage of achievable legislative timings met to enable the legislative priorities, and other critical legal or political obligations, of the Government, as a whole to be met	%	Eff	95	Nm	Nm	100

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Target	2018–19 Actual	2019–20 Actual	2020–21 Actual
2.3 – Tasmanian Government Courier ⁵	Premier	Percentage change of delivery costs	%	Eco	≤GOE	(24.8)	(27.9)	(25.8)
2.4 – Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor	Premier	Percentage of Payroll and HR functions provided to Government house and MPS in agreed timeframes	%	Eff	100	Nm	Nm	98
2.4 – Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor	Premier	Percentage of IT requests from Government House and MPS met within agreed service level agreement timeframes	%	Eff	100	Nm	Nm	94
3.1 – Information, Technology and Digital Services Strategy and Policy Development	Science and Technology	Percentage of Tasmanian Government Departments that are adopting key digital policies	%	Ess	100	Nm	Nm	100
3.2 – Management and Ongoing Development of Service Tasmania ^{6,7}	Premier	Online Transactions – Customer Satisfaction	%	Ess	80	Nm	Nm	54
3.2 – Management and Ongoing Development of Service Tasmania ⁶	Premier	Service Centres – Customer Satisfaction	%	Ess	90	96.2	95	75
3.2 – Management and Ongoing Development of Service Tasmania ⁶	Premier	Contact Centre – Customer Satisfaction	%	Ess	80	79.6	69	95
3.3 – Delivery of IT Services	Science and Technology	Service level agreement performance and compliance	%	Ess	>90	84	87	89
3.3 – Delivery of IT Services ⁸	Science and Technology	Proportion of whole-of-government contracts managed by Digital Strategy and Services that are validated and current	%	Ess	100	Nm	100	100
3.3 – Delivery of IT Services ⁹	Science and Technology	Customer satisfaction	%	Ess	>90	Nm	83	Nm
4.1 – State Service Employment and Management ⁹	Premier	Number of assessments/ approvals made under delegation from the HoSS as Employer	Number	Eff	Nm	190	163	174
4.1 – State Service Employment and Management	Premier	Number of public data releases	Number	Eff	5	5	5	5
4.1 – State Service Employment and Management	Premier	Percentage of planned projects (key policies, tools and frameworks) developed during the reporting period	%	Eff	95	Nm	Nm	95

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021-22 Target	2018-19 Actual	2019-20 Actual	2020-21 Actual
4.2 – Diversity and Inclusion ¹⁰	Premier	Enabling the Aboriginal Employment Strategy - participation rate of senior leaders in scheduled Cultural Respect Training	%	Act	75	Nm	Nm	6
4.3 – Youth recruitment – number of appointments ¹¹	Premier	Graduates	Number	Act	20	35	17	24
4.3 – Youth recruitment – number of appointments ¹²	Premier	School Based Trainees	Number	Act	9	14	9	Nm
5.1 – Security and Emergency Management ¹³	Premier	Response time to Local Government or State agencies in terms of grant activation	Business Days	Eff	<5	Nm	1.22	1.25
5.1 – Security and Emergency Management ¹⁴	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	>80	Nm	Nm	Nm
5.1 – Security and Emergency Management ¹⁵	Premier	Low ineligibility rate in the Tasmanian Government's Disaster Recovery Funding Arrangements claim	%	Ess	<5	0.62	2.27	1.04
6.1 – Local Government ¹⁶	Local Government	Level of satisfaction of local government (Mayors and General Managers) with the timeliness and quality of policy advice and support provided by the Department	Satisfactory/Unsatisfactory	Ess	Satisfactory	Nm	Nm	Satisfactory
6.1 – Local Government ¹⁷	Local Government	Proportion of Councils that comply with the statutory requirements for Strategic Planning Documentation	%	Ess	70	Nm	Nm	59
6.1 – Local Government ¹⁸	Local Government	Business days taken to complete a preliminary assessment of a complaint and provide advice to the complainant	Days	Eff	40	Nm	Nm	52

Notes:

1. No actuals are available for this measure as they will be determined through an annual stakeholder survey, which will commence for 2021–22.
2. The term electric vehicles include battery electric vehicles, plug-in hybrid and hydrogen fuel cell vehicles. It does not include non-plug-in hybrid vehicles. It also only includes those vehicles held by agencies and not those on order or awaiting delivery.
3. Of the 37 actions outlined in the Climate Change Action Plan, only one action has been discontinued. All other actions are in progress, complete or ongoing.
4. The Climate Action 21 Plan expires in 2021. The 2021–22 Target relates to actions for Tasmania's Climate Change Action Plan 2021–2026.
5. The target relates to the percentage change of the cost per delivery/collection point is less than or equal to indexation of general operational expenses.
6. The customer survey collection method for this group of measures was changed in 2020–21. This has resulted in some targets being adjusted to reflect the new methodology.
7. This measure has been renamed from Automated Transactions to Online Transactions as the title better reflects the source of this information. The basis of measurement for this measure has changed to capture website, email and social channels.
8. This measure was previously titled Telecommunications Management Division (TMD) Supplier Performance. TMD no longer exists and the functions are now managed under DSS.
9. This measure will be reframed in 2021–22 to reflect new reporting methodology that captures the quality of the service.
10. This training was launched in 2020–21 with five sessions conducted during 2020–21. The 2020–21 actual reflects the percentage of senior leaders that have participated in these training sessions.
11. This reflects the graduate intake to the TSS central graduate pool recruitment program and excludes recruitment programs in other agencies.
12. The 2020–21 School Based Trainee recruitment program was disrupted due to the COVID-19 pandemic.
13. This measure refers to the average number of full business days, or part thereof, between a request from a local government or state government agency and the beginning of activation processes, or the closing of a request due to ineligibility. This might include providing advice about eligibility or requesting additional information to progress the activation process. Cases where contact is initiated by the Department are counted as one day. Data for this measure has been collected for the first time in 2020–21. An estimate is provided for the 2019–20 based on available data.
14. A survey methodology is being developed to facilitate reporting on this measure commencing in 2021–22.
15. This measure refers to the ineligibility rate for the most recently acquitted claim. This is typically for two financial years before the year of reporting (i.e the 2020–21 Actual refers to the acquittal of the 2018–19 claim).
16. During 2020–21, consultation was undertaken directly with the Local Government Association Tasmania due to limited timeframes to gather the information from Local Government.
17. The normal strategic planning and review cycles for local government councils were disrupted by the COVID-19 pandemic, impacting the 2021–21 result.
18. The 2020–21 result was impacted by the reprioritisation of staff to support the Government's response to the COVID-19 pandemic.

Our Finances

Our financial statements for 2020–21 were submitted to the Auditor-General on 12 August 2021.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were certified on 24 September 2021.

On 24 September we received an unqualified audit opinion from the Tasmanian Audit Office and a management letter from the Auditor-General indicating there were two low risk management issues to address relating to assessing business risks related to financial reporting and documentation of financial procedures and control activities.

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

FINANCIAL PERFORMANCE

The comprehensive result on the Statement of Comprehensive income is a profit of \$3,398,000.

The following is a snapshot of the financial performance of DPAC during 2020–21:

- DPAC provided \$11.344 million in COVID-19 response initiatives including \$8.548 million for the operation of the COVID-19 Public Health Hotline

and the Public Information Unit, \$2.528 million for COVID-19 support measures and \$0.268 million for COVID-19 recovery activities

- DPAC undertook purchases of plant, equipment and leasehold improvements \$1.110 million to improve Service Tasmania shops and undertake security upgrades
- grants totalling over \$5.194 million were provided to support communities state wide
- DPAC received additional appropriation funds during the year totalling \$0.867 million
- DPAC provided the Department of State Growth \$0.90 million for repairs to the Watergate Wall at the Tasmanian Museum and Art Gallery as a result of the Southern Tasmania Extreme Weather Event in May 2018
- DPAC provided the Department of Police, Fire and Emergency Management \$0.85 million for the Tasmanian flood mapping project
- the below table shows the Department's budgeted and actual revenue and expenditure for the 2020–21 financial year

Output Group	Budget Revenue	Actual Revenue	Budget Expenditure	Actual Expenditure
Output Group 1 - MPS: Support for Members of Parliament	24,339	26,760	24,353	27,247
Output Group 1: Support for Executive Decision Making	9,750	8,450	9,792	8,555
Output Group 2: Government Processes and Services	14,994	11,906	14,510	12,730
Output Group 3: Electronic Services for Government Agencies	42,348	44,375	45,393	40,734
Output Group 4: State Service Management	5,128	4,634	6,010	4,681
Output Group 5: Security and Emergency Management	2,713	4,096	4,408	3,309
Output Group 6: Local Government	2,294	2,831	2,294	2,868
Output Group 7: Strategic Growth	2,680	983	2,680	939
Output Group 89: Government Maintenance Program	327	327	327	40
Output Group 90: COVID-19 Response	2,330	11,287	2,630	11,344
CIP: Capital Investment Program	429	250	250	42

Our Compliance Report

ASSET MANAGEMENT

Strategic Asset Management Plan

The Department of Premier and Cabinet (DPAC) uses our Strategic Asset Management Plan (SAMP) to align departmental assets with service demand to achieve the best possible match with our service delivery.

Prepared in line with the government's Strategic Asset Management Framework, our SAMP guides the strategic acquisition, use and disposal of assets and the related risks and costs over their useful lives.

Leases

By managing our portfolio of leasehold properties effectively, we aim to:

- reduce leasehold commitments
- consolidate our business functions across a reduced leasehold footprint where possible

General assets

DPAC records purchases of equipment, furniture and fittings with a value greater than \$10,000 as assets.

Items valued lower than \$10,000 are expensed. Financial statements for 2020–21 were reported on an accrual basis; these statements contain full details of our asset management policies as notes.

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

- non-current physical assets are valued in accordance with AASB 13, fair value measurement less accumulated depreciation and the Treasurer's Instructions; minor equipment and other non-current assets are valued at historic cost less accumulated depreciation
- the written-down book value of assets is determined by depreciating assets over the period of their expected useful economic life, using the straight-line method; useful economic life is three to 10 years depending on the asset, and depreciation commences in the year of acquisition or from the time the asset is ready for use
- leasehold improvements are amortised over the lease period of the property

CARBON EMISSION REDUCTION PLAN

Table 2.1 Energy use across DPAC sites

Building	Actual 2019–20 kWh	Actual 2020–21 kWh	Decrease (Increase) kWh
Executive Building 15 Murray Street ¹	668,851	659,915	8,936
144 Macquarie Street Building ²	37,101	12,401	24,700
Henty House	88,241	51,597	36,644
Salamanca Building	167,891	174,328	(6,437)
St Johns Street	138,114	108,524	29,590
21 Kirksway Place ³	143,135	142,022	1,113
Total for all sites	1,243,333	1,148,787	94,546

Notes:

- ¹ Data does not include energy use for air conditioning.
- ² Energy use reduction was because DPAC vacated the premises on 31 October 2020.
- ³ The Actual kWh for 2019–20 published in the 2019–20 Annual report was incorrectly reported due to a third party providing the incorrect amount. The correct amount should have been 143,135 kWh, a reduction of 1,113 from 2019–20. This has been corrected in this report.

DPAC initiatives to reduce its carbon emissions include:

- participating in recycling programs and activities
- identifying energy saving ideas and opportunities to reduce emissions
- participating in the government's Smarter Fleets Program to improve vehicle fleet efficiency
- participating in regular disposal of e-waste to recycling outlets, and review and monitoring of vehicle fleet usage to maximise efficiencies and reduce emissions
- changed vehicle replacement strategy to replace current G-plated vehicles with electric vehicles where it is operationally practical, with the first electric vehicle to be acquired in early 2021–22

GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During 2020–21 we processed 171 grant and contribution payments, which came to a total of \$5,235,511.

Table 2.2 summarises the payments.

Table 2.2 DPAC grant payments by program

Program	
Premier & Minister for Climate Change	\$
COVID19 Response and Recovery Measures Grants	1,888,000
Tasmanian Climate Change Office Grants	1,015,272
Strategy and Engagement Grants	965,000
Recreational Fishing and Camping Facility Grants	801,552
Premier's Discretionary Fund	214,187
COVID19 Indian Outbreak Donation	200,000
Premier's Scholarship Fund	120,000
Bushfire Recovery Grants	15,000
Australia Day Grants	14,000
Other	2,500
Total	5,235,511

Appendix C provides details of grant recipients.

INDEPENDENT SCRUTINY

We use internal and external reviews to measure our performance and to improve outcomes.

External review

Independent external scrutiny is undertaken by:

- the Tasmanian Audit Office (TAO) – external financial and performance audits, and audits of employer functions outlined in the *State Service Act 2000*
- other independent bodies such as the Integrity Commission, the Anti-Discrimination Commission, WorkSafe Tasmania and the Office of the Ombudsman
- annual budget Estimates committees and other parliamentary committees
- During the year, TAO undertook the following performance audits of matters that involved DPAC:
 - COVID-19 – Pandemic Response and Mobilisation
 - COVID-19 – Responding to social impacts

Internal review

Independent internal scrutiny is undertaken by:

- DPAC's Risk and Audit Committee (RAC), which monitors strategic risks identified in the department's internal audit plan
- audits undertaken by DPAC's independent auditor

DPAC will address relevant recommendations from internal and external reviews, with the RAC monitoring progress towards implementing them.

Internal audit

During 2020–21 KPMG attended one RAC meeting; however, no internal audit reviews were undertaken during the year, largely because of DPAC's focus on the response to the COVID-19 pandemic.

INTEGRITY

DPAC is committed to upholding the objectives of the Integrity Commission, an independent body established under the *Integrity Commission Act 2009*, to:

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

To ensure our staff meet the high standard of conduct required, in 2020-2021 three DPAC staff attended the course 'Managing and Investigating Misconduct in the Public Service' run by the Integrity Commission.

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

LEGISLATION ADMINISTERED

As at 30 June 2021, the Department administered 57 Acts on behalf of the Premier and other Ministers. The full list of legislation that we administered is at Appendix B.

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

• Premier	50
• Minister for Parks	1
• Minister for Local Government and Planning	5
• Minister for Climate Change	1

No acts administered by the Department were repealed during the year.

All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

PRICING POLICIES FOR GOODS AND 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. Digital Strategy and Services charges for telecommunications and computing services. The Tasmanian Training Consortium, incorporated within the State Service Management Office, charges on a cost recovery basis for training services. Service Tasmania receives funding from Tasmanian Government departments, Government Business Enterprises, other external organisations including Marine and Safety Tasmania, local government, Australian Government agencies and the private sector for services delivered through Service Tasmania shops.

PROCUREMENT

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

During 2020–21, DPAC undertook 22 procurement processes including requests for tender, requests for quotation and direct / limited sourcing engagements that resulted in awarding contracts valued at \$50,000 or greater (excluding GST). 15 of these contracts were awarded to Tasmanian businesses.

The total value of contracts, valued at or over \$50,000, awarded was \$2,373,092 (excluding GST). The total value of these contracts awarded to Tasmanian businesses was \$1,372,193 (excluding GST), or approximately 60 per cent of the total value of all contracts awarded.

Details of individual contracts valued at \$50,000 (excluding GST) or greater and awarded during 2020–21 are provided in Appendix F.

PROTECTING PRIVACY

We are committed to protecting each individual's privacy in the way we collect, use or disclose personal information.

We also ensure that individuals have some control over their personal information.

When dealing with private information, we do so in accordance with the *Personal Information Protection Act 2004* and the Privacy Protection Principles. There were no requests in 2020–21 under the *Personal Information Protection Act 2004* from people seeking access to, or update of, personal information held by us about them.

PUBLIC INTEREST DISCLOSURES – PUBLIC ACCESS TO INFORMATION ON OUR DECISIONS

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

During 2020–21:

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

The DPAC Public Interest Disclosures Procedures manual was updated in February 2021 in accordance with the new Model Procedures and Guidelines issued by the Ombudsman in November 2020. Three DPAC employees took part in public interest disclosure training in April 2021. These procedures, which include information on how a person may make a disclosure, are available on the DPAC website at www.dpac.tas.gov.au/public_interest_disclosures.

PUBLICATIONS

In 2020–21, DPAC business units produced 30 publications. These publications are available on our website: www.dpac.tas.gov.au, or by contacting:

People, Performance and Governance Division
Level 6, 15 Murray Street
Hobart Tasmania 7000
Telephone: (03) 6270 5667
Email: communications@dpac.tas.gov.au

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

RELATED TRUSTS AND BOARDS

We report matters about the Local Government Board in Output 6.1 Office of Local Government. Various sections within this Report covering financial or human resources include information from Ministerial and Parliamentary offices. Unless otherwise noted, all other information is only about the DPAC.

There was no Local Government Board activity in 2020–21.

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 2020–21, 28 applications for assessed disclosure were received, compared with 23 in 2019–20.

Of the 28 applications received, 27 were accepted for decision in 2020–21, and of these:

- information was provided in full for 13 applications
- partial information was provided for five applications
- five applications were transferred in full
- one application was refused
- all information was exempt for one application
- the assessment of two applications received in the 2020–21 period was not fully completed by 30 June 2021

Additionally, two applications received late in the 2019–20 period were determined in the 2020–21 period. Of these applications:

- information was provided in full for one application
- information was provided in part for one application

Some DPAC Right to Information (RTI) Officers are also delegated officers under the Act for the Premier and other Ministers, and undertake assessments. Of the 28 applications received for assessment in 2020–21, six were directed to the Premier and one was directed to the Minister for Local Government and Planning.

Appendix D provides more detailed information regarding the 2020–21 Right to Information statistics for DPAC, the Premier and the Minister for Local Government and Planning.

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

RISK AND AUDIT COMMITTEE (RAC)

During 2020–21, membership of the RAC saw some personnel changes:

- Mr Kane Salter, Independent Member from April 2018 resigned his position in December 2020. New Members to the Committee will be appointed early in 2021–22. The RAC normally meets six times a year. However, an additional meeting occurred in September 2020 to consider the financial statements for the financial year 2020. During the year, RAC met to oversee risk management, and internal and external audit activities. The RAC reviewed and endorsed the financial statements, and undertook other activities providing the Secretary with confidence that the Department is operating with good governance and risk management practices.

RAC considered the following items within its Work Plan during the year:

- Financial Reporting
 - reviewed the Department's Financial Statements and the Management Representation Letter for the year ended 30 June 2020, finding the statements were consistent with the public sector's best practice accounting standards and appropriately represented the Department's financial position
 - monitored TAO's audit of the Financial Statements, noting that the Auditor-General concluded there were no significant issues identified or outstanding

- monitored management's implementation of external audit recommendations in relation to high and extreme risks
- reviewed information relating to estimates, judgements and assumptions from a financial statement and budget perspective
- reviewed accounting policy changes and choices that will impact the financial statements
- provided advice to the Secretary on the adoption of the audited Financial Statements considering TAO recommendations and adjustments
- Systems of Risk Oversight and Management
 - updated the RAC Charter and continued to provide independent assurance to the Secretary on the Department's financial and performance reporting responsibilities, risk oversight and management, and system of internal control
 - noted the Department's ongoing response to COVID-19 and its management of critical business activities
 - monitored strategic risks with a residual rating of high and extreme and the progress of the implementation of respective risk treatment plans
 - obtained updates in relation to new and emerging risks that will or may have an impact on the Department
- System of Internal Control
 - reviewed and approved the three-year strategic internal audit plan for Departmental consideration
 - reviewed and approved the annual internal audit work plan, in accordance with the Department's approved three-year strategic internal audit plan
 - monitored management's progress on the implementation of agreed management action in relation to audit findings
 - reviewed the performance of the contracted internal audit service providers, briefing the Secretary on the outcome of the review
 - monitored legislative compliance issues and any material breaches to policy including ethical or lawful conduct

- Other Functions
 - advised the Secretary on the adequacy of internal audit resources, or budget, to carry out its responsibilities, including completion of the approved Internal Audit Work Plan
 - coordinated the works program of internal audit and other assurance functions
 - annually reviewed the performance of internal audit and reported the results to the Secretary
 - regularly monitored new and emerging risks with a focus on cybersecurity

RISK MANAGEMENT

DPAC is in the process of working with its Internal Auditor to prepare a risk maturity roadmap with the intention of dedicating further resources to manage risk more effectively within the Department.

Importantly, the Department continued to manage the risks associated with COVID-19 and to provide assurance to the Agency Executive that critical services could be maintained in the event of a lockdown. Additional funding was secured to mitigate risks associated with cybersecurity.

STATUTORY OFFICE HOLDERS

Director of Local Government

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

The Director has the following functions:

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

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

Craig Limkin is the current Director of Local Government, having been appointed to the role in January 2020.

State Recovery Arrangements

The Department of Premier and Cabinet is responsible for whole-of-government recovery planning, preparedness and coordination. The Deputy Secretary (Policy and Intergovernmental Relations) has been delegated statutory responsibilities as State Recovery Advisor under the *Emergency Management Act 2006* (s.24A).

During 2020–21, the State Recovery Advisor has worked to give effect to Tasmania's recovery from COVID-19. This includes:

- provide advice on the impact of COVID-19 and necessary public health measures on the Tasmanian community and identify recovery activities to address these
- providing advice on the short, medium and long term COVID-19 Recovery Strategies
- coordinate and drive whole-of-government implementation of the recommendations from the PESRAC
- overseeing and Coordinating the Regional Recovery Committees

In relation to disaster and emergency recovery more generally, the State Recovery Advisor is responsible for:

- ensuring recovery plans and arrangements are prepared and maintained
- advising government on recovery needs and issues.
- maintain state level recovery plans and arrangements
- support the municipal and regional coordination of relief and recovery assistance during emergencies

This work is supported by the Office of Security and Emergency Management and the COVID-19 Recovery Branch.

Regulator (Burial and Cremation)

Under the *Burial and Cremation Act 2019*, the regulator has a range of powers and functions in relation to the establishment, management, closure, and transfer and sale of cemeteries. The regulator also has regulatory responsibility for crematoria, and regulated businesses (being businesses that handle, store and/or transport human remains).

The Regulator is either a prescribed person for the purposes of the Act (or a provision of the Act) or, if no person is prescribed, the Director of Local Government. The Director of Local Government is currently the regulator for the purposes of the Act.

WEBSITES

As at 30 June 2021, we managed 19 websites for DPAC, Department of Police, Fire and Emergency Management, Brand Tasmania and the Premier's Office.

You can find a complete list of the websites we managed during 2020–21 in Appendix E – Publications and Websites.

Compliance Index

Section	Legislation	Page
Our Department		
Our role	SSR s. 9 (a)(i)	6
Organisational chart	SSR s. 9(a)(ii)	7
Ministerial Responsibilities and Output Group structure	SSR s. 9(a)(iii)	8
Changes to organisational structure	SSR s. 9(a)(iv)	7
Strategic Priorities		
Performance Reports	SSA s. 36(l)(a) TI FR-4	22-25
Major initiatives to give effect to public policy	SSR s. 9 (a)(v)	22-25
Our Divisions		
Performance Measures		
Performance reports	SSA s. 36(l)(a) TI FR-4	27
Performance measurement	TI FR-4 (4.1.4)	26
Our People and Policies		
Human Resource information	SSA s. 36(la)	14-20
Workplace health and wellbeing	ED No. 23	19
Industrial democracy and employee participation	SSR s. 9(b)(i)	15
Occupational health and safety (incl WHS Plan)	SSR s. 9(b)(ii) ED No. 27	19
Performance Management	SSA s. 36(1)(ba) ED No. 26	20
Our Finances		
Significant financial performance directives which affected the achievement of operational objectives	TI FR-4 (4.1.1)	31
Finance Outcomes	TI FR-4 (4.1.1)	31 & Appendix A
Our Compliance Report		
Statutory and non-statutory bodies	SSR s. 9(d)	36
Report to statutory officer holder except where required to report under any other act	TI FR-4 SSA s. 36(l)(b)	36
Legislation administered	SSR s. 9(d)	33 & Appendix B
Legislation enacted during the year	SSR s. 9(d)	33
Community awareness	SSR s. 9(c)(i)	35
Publications (listed in Appendix)	SSR s. 9(c)(i)	35 & Appendix E
Right to information requests (Appendix)	RTIA s. 23 and s. 53	35 & Appendix D
Public interest disclosure	PIDA s. 86	34
Pricing Policy	TI FR-4 (4.1.2)	34
Capital Projects	TI FR-4 (4.1.3)	34
Risk Management	TI FR-4 (4.1.5)	36
Asset Management	TI FR-4 (4.1.6)	32
Support for local business	TI FR-4 (4.1.8.2)	33, 34
Contracts with value over \$50,000	TI FR-4 (4.1.8.3)	34
Grants (Appendix)	TI FC - 12	32 & Appendix C
Appeals process	SSR s. 9(c)(iii)	33-35
Debts written off	TI FC -14	N/A
Loss and damage	TI FC - 4	N/A

Section	Legislation	Page
Appendices		
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 F
Contract extensions	TI FR-4 (4.1.8.6.1)	Appendix F
Exemptions from Treasurer's Instructions	TI FC-1 (1.2)	Appendix F
Confidentiality of Government Contracts	TI FR-4 (4.1.8.1)	Appendix F
Contracts where an exemption from the requirement to disaggregate has been approved	TI FR-4 (4.1.8.5)	Appendix F

Abbreviations

AAP	Accessibility Action Plan	NTIII	Networking Tasmania III
AASB	Australian Accounting Standards Board	OLG	Office of Local Government
AC	Alternating Current	OPC	Office of Parliamentary Counsel
ANZSOG	Australia and New Zealand School of Government	OSEM	Office of Security and Emergency Management
BALT	Business Action Learning Tasmania	PESRAC	Premier's Economic and Social Recovery Council
CAF	Council for the Australian Federation	PHWAC	Premier's Health and Wellbeing Advisory Council
COAG	Council of Australian Governments	PLGC	Premier's Local Government Council
CRB	COVID-19 Recovery Branch	PMD	Performance Management and Development
CSIRO	Commonwealth Scientific and Industrial Research Organisation	PPG	People, Performance and Governance
CSR	Communities, Sport and Recreation	PIDA	Public Interest Disclosure Act
DC	Direct Current	RAC	Risk and Audit Committee
DLG	DPAC Leadership Group	RFT	Request for Tender
DPFEM	Department of Police, Fire and Emergency Management	RTI	Right to Information
DPIPWE	Department of Primary Industries, Parks, Water and Environment	SAMP	Strategic Asset Management Plan
DSS	Digital Strategy and Services	SES	Senior Executive Service
EIAP	Empower Integration and Automation Program	SPP	Strategic Projects and Programs
ESU	Executive Services Unit	SSA	State Service Act
ED	Employment Direction	SSMO	State Service Management Office
FMS	Financial Management Services	SSMP	State Service Strategic Management Program
FMA	Financial Management Act	SSR	State Service Regulation
FTE	Full-time Equivalent	STEM	Science, Technology, Engineering and Maths
GBE	Government business enterprise	TAMDR	Telephony and Mobile Data Reform
GCC	Government Contact Centre	TAO	Tasmanian Audit Office
HR	Human Resources	TCCO	Tasmanian Climate Change Office
ICA	Integrity Commission Act	TEIS	Tasmanian Emergency Information Service
ICT	Information and communications technology	TFS	Tasmania Fire Service
IPAA	Institute of Public Administration Australia	TI	Treasurer's Instructions
ITS	Information and Technology Services	TIFR	Treasurer's Instructions Financial Reporting
JARS	Joint Agency Reporting Service	TIFC	Treasurer's Instructions Financial Control
kWh	Kilowatt hour	TNVR	Targeted and Negotiated Voluntary Redundancies
LGAT	Local Government Association of Tasmania	TSS	Tasmanian State Service
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex, and questioning	TTC	Tasmanian Training Consortium
LSL	Long Service Leave	UTAS	University of Tasmania
MES	Ministerial and Executive Services	WHS	Work Health and Safety
MPS	Ministerial and Parliamentary Support	WHSMS	Work Health and Safety Management System
NDIS	National Disability Insurance Scheme	WRIP	Workplace Renewal Incentive Program

Index

Abbreviations	40	Our People and Policies	14
Anticipate and Respond to Current Challenges and Future trends	23	Our Performance Measures	26
Asset Management	32	Our Purpose	6
Auditor's Report	43	Our Strategic Priorities	22
Carbon Emission Reduction Plan	32	Our Values	6
Compliance Index	38	Our Vision	6
Compliance Reports	32	Our Year in Review	2
Contact Us	122	Outputs	8
Digital Strategy Work Program	23	People, Performance and Governance	12
DPAC Staff Movements	15	Policy and Intergovernmental Relations	10
Employee Statistics - DPAC	16	Pricing Policies for Goods and Services	34
Employee Statistics - MPS	17	Procurement	34
Financial Performance	31	Protecting Privacy	34
Financial Statements Certification	46	Publications	35
Governance	6	Public Interest Disclosures	34
Government Services	10	Pursue Opportunities for Stronger Internal and External Partnerships	24
Grants, Contributions and Election Commitments	32	Related Trusts and Boards	35
Human Resources Activities	18	Right to Information	35
Implementing the People and Culture Strategy	22	Risk and Audit Committee	35
Incorporate Innovation and Creativity into our Work	23	Risk Management	36
Independent Scrutiny	33	Secretary's Report	4
Integrity	33	Staffing Information – DPAC	15
Legislation Administered	33	Staffing Information – MPS	17
Ministerial Responsibilities	8	State Service Management Office	12
Office of Parliamentary Counsel	12	Statutory Office Holders	36
Organisation Chart	7	Strategic Initiatives	14
Our Compliance Report	32	Submission to the Premier and Ministers	1
Our Department	6	Superannuation Certificate	21
Our Divisions	10	Websites	37
Our Finances	31		

Appendices

Department of Premier and Cabinet

Appendix A: Financial Statements for the year ended 30 June 2021

CONTENTS

Statement of Certification	46
Statement of Comprehensive Income	47
Statement of Financial Position	48
Statement of Cash Flows	49
Statement of Changes in Equity	50
Notes to and forming part of the Financial Statements	51

INDEPENDENT AUDITOR'S REPORT



Independent Auditor's Report
To the Members of Parliament
Department of Premier and Cabinet
Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of the Department of Premier and Cabinet (the Department), which comprises the statement of financial position as at 30 June 2021 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the Secretary of the Department.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Department's financial position as at 30 June 2021 and its financial performance and its cash flows for the year then ended
- (b) are 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.

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

INDEPENDENT AUDITOR'S REPORT

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

Responsibilities of the Secretary for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

INDEPENDENT AUDITOR'S REPORT

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.



Stephen Morrison
Assistant Auditor-General - Audit
Delegate of the Auditor-General
Tasmanian Audit Office

27 September 2021
Hobart

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 2021 and the financial position as at the 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.



Craig Limkin
Acting Secretary

24 September 2021

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations				
Revenue from Government				
Appropriation revenue - operating	5.1	74,070	75,116	69,803
Appropriation revenue - capital	5.1	429	250	208
Other revenue from Government	5.1	1,746	1,380	-
Grants	5.2	327	1,009	133
Sales of goods and services	5.3	28,560	29,288	29,603
Other revenue	5.4	4,246	8,855	5,464
Total revenue from continuing operations		109,378	115,898	105,211
Expenses from continuing operations				
Employee benefits	7.1	58,099	58,823	56,624
Superannuation	7.1	6,635	6,631	7,437
Depreciation	7.2	329	54	85
Amortisation	7.2	636	1,485	939
Supplies and consumables	7.3	43,121	36,908	37,027
Grants and subsidies	7.4	3,431	5,194	2,321
Finance costs	7.5	66	91	46
Contributions provided		23	-	-
Transfers to the Public Account		-	16	25
Other expenses	7.7	307	358	444
Other transfer payments	7.6	-	2,928	1,065
Total expenses from continuing operations		112,647	112,489	106,014
Net result from continuing operations		(3,269)	3,408	(803)
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	6.1	-	(10)	(45)
Net gain/(loss) on derecognition of provision		-	-	386
Total other economic flows included in net result		-	(10)	341
Net result		(3,269)	3,398	(462)
Comprehensive result		(3,269)	3,398	(462)

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

Budget information refers to original estimates as disclosed in the 2020–21 Budget Papers and has not been subject to audit.

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

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Assets				
Financial Assets				
Cash and cash equivalents	12.1	5,182	14,198	11,991
Receivables	8.1	5,160	5,299	3,578
Non-financial assets				
Property, plant and equipment	8.2	1,312	2,378	980
Right-of-use assets	8.3	2,414	4,425	2,729
Intangible assets	8.4	630	144	379
Other assets	8.5	1,233	1,804	2,271
Total assets		15,931	28,248	21,928
Liabilities				
Financial liabilities				
Payables	9.1	795	1,801	1,974
Lease liabilities	9.2	2,526	4,517	2,753
Non-financial liabilities				
Provisions	9.3	659	-	-
Employee benefit liabilities	9.4	13,972	15,604	14,618
Other liabilities	9.5	708	1,243	898
Total liabilities		18,660	23,165	20,243
Net assets (liabilities)		(2,729)	5,083	1,685
Equity				
Reserves	11.1	-	-	-
Accumulated Funds		(2,729)	5,083	1,685
Total equity		(2,729)	5,083	1,685

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

Budget information refers to original estimates as disclosed in the 2020–21 Budget Papers and has not been subject to audit.

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

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts - operating		75,816	76,496	69,803
Appropriation receipts - capital		429	250	208
Grants		327	224	116
Sales of goods and services		28,621	32,863	30,980
GST receipts		4,772	3,954	4,962
Other cash receipts		4,246	8,983	6,075
Total cash inflows		114,211	122,770	112,144
Cash outflows				
Employee benefits		(57,972)	(57,904)	(56,769)
Superannuation		(6,637)	(6,527)	(6,372)
Finance costs		(66)	(89)	(52)
GST payments		(4,772)	(4,290)	(5,065)
Supplies and consumables		(43,130)	(41,228)	(36,592)
Transfers to Public Account		-	(16)	(25)
Grants and subsidies		(3,431)	(5,197)	(2,350)
Other cash payments		(328)	(2,924)	(1,069)
Other expense		-	(358)	(444)
Total cash outflows		(116,336)	(118,533)	(108,737)
Net cash from / (used by) operating activities	12.2	(2,125)	4,236	3,407
Cash flows from investing activities				
Cash outflows				
Purchase of Plant, Equipment and Leasehold improvements		(449)	(1,110)	(94)
Total cash outflows		(449)	(1,110)	(94)
Net cash from / (used by) investing activities		(449)	(1,110)	(94)
Cash flows from financing activities				
Cash inflows				
Lease incentive – Right of Use Asset		-	15	-
Total Cash inflows		-	15	-
Cash outflows				
Repayment of leases liabilities (excluding interest)		(592)	(933)	(490)
Total cash outflows		(592)	(933)	(490)
Net cash from / (used by) financing activities		(592)	(918)	(490)
Net increase / (decrease) in cash and cash equivalents held		(3,166)	2,208	2,824
Cash and cash equivalents at the beginning of the reporting period		8,348	11,991	9,168
Cash and cash equivalents at the end of the reporting period	12.1	5,182	14,198	11,991

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

Budget information refers to original estimates as disclosed in the 2020–21 Budget Papers and has not been subject to audit. Explanations of material variances between budget and actual outcomes are provided in Note 3.3 of the accompanying notes.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Notes	Reserves \$'000	Accumulated Funds \$'000	Total Equity \$'000
Balance as at 1 July 2020		-	1,685	1,685
Net Result		-	3,398	3,398
Total Comprehensive Result		-	3,398	3,398
Balance as at 30 June 2021		-	5,083	5,083

	Notes	Reserves \$'000	Accumulated Funds \$'000	Total Equity \$'000
Balance as at 1 July 2019		10	2,167	2,177
Net Result		-	(462)	(462)
Total Comprehensive Result		-	(462)	(462)
Transactions with owners in their capacity as owners:				
Asset revaluation on transfer of assets		(10)	10	-
Net assets transferred to Treasury		-	(30)	(30)
Balance as at 30 June 2020		-	1,685	1,685

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

CONTENTS

Department of Premier and Cabinet.....	42
Table of Contents.....	42
Statement of Certification	46
Statement of Comprehensive Income for the year ended 30 June 2021.....	47
Statement of Financial Position as at 30 June 2021.....	48
Statement of Cash Flows for the year ended 30 June 2021.....	49
Statement of Changes in Equity for the year ended 30 June 2021.....	50
Notes to and forming part of the Financial Statements for the year ended 30 June 2021	51
NOTE 1 Departmental Output Schedules.....	53
1.1 Output group information	53
1.2 Reconciliation of total output groups comprehensive result to statement of comprehensive income.....	63
1.3 Reconciliation of total output groups net assets to statement of financial position.....	64
NOTE 2 Expenditure under Australian Government Funding Arrangements.....	64
NOTE 3 Explanations of Material Variances between Budget and Actual Outcomes.....	65
3.1 Statement of comprehensive income.....	65
3.2 Statement of financial position.....	66
3.3 Statement of cash flows.....	67
NOTE 4 Underlying Net Result.....	68
NOTE 5 Revenue.....	69
5.1 Revenue from Government.....	69
5.2 Grants.....	70
5.3 Sales of goods and services.....	71
5.4 Other revenue.....	72
NOTE 6 Net Gains/(losses).....	73
6.1 Net gain/(loss) on non-financial assets.....	73
NOTE 7 Expenses.....	74
7.1 Employee benefits.....	74
7.2 Depreciation and amortisation.....	78
7.3 Supplies and consumables.....	79
7.4 Grants, subsidies, donations and contributions.....	80
7.5 Finance costs.....	81
7.6 Other transfer payments.....	82
7.7 Other expenses.....	82
NOTE 8 Assets.....	83
8.1 Receivables.....	83
8.2 Property, plant, equipment and leasehold improvements.....	84
8.3 Right-of-use-assets.....	86
8.4 Intangibles.....	87
8.5 Other non-financial assets.....	88

NOTE 9	Liabilities	89
9.1	Payables.....	89
9.2	Lease liabilities	91
9.3	Provisions.....	92
9.4	Employee benefits.....	92
9.5	Other liabilities.....	92
NOTE 10	Commitments and Contingencies.....	93
10.1	Schedule of commitments	93
10.2	Contingent assets and liabilities.....	94
NOTE 11	Reserves	95
11.1	Reserves	95
NOTE 12	Cash Flow Reconciliation.....	95
12.1	Cash and deposits.....	95
12.2	Reconciliation of net result to net cash from operating activities	96
12.3	Acquittal of Capital Investment and Special Capital Investment Funds	96
12.4	Reconciliation of liabilities arising from financing activities.....	97
NOTE 13	Financial Instruments.....	98
13.1	Risk Exposures.....	98
13.2	Categories of financial assets and liabilities	100
13.3	Comparison between carrying amount and net fair value of financial assets and liabilities.....	101
13.4	Net fair values of financial assets and liabilities	101
NOTE 14	Transactions and Balances Relating to a Trustee or Agency Arrangement.....	102
NOTE 15	Events Occurring After Balance Date.....	102
15.1	Output 01.002 Tasmanian Climate Change Office transfer to Renewables Climate and Future Industries Tasmania.....	102
15.2	Output 07.001 Strategic Growth transfer to Department of State Growth.....	103
15.3	Transfer of Planning Policy and Reform Output from Department of Justice.....	103
NOTE 16	Significant Accounting Policies and Judgements.....	104
16.1	Objectives and funding.....	104
16.2	Basis of accounting.....	105
16.3	Reporting entity.....	105
16.4	Functional and presentation currency.....	105
16.5	Changes in accounting policies.....	106
16.6	Foreign currency	107
16.7	Comparative figures	107
16.8	Rounding.....	107
16.9	Departmental taxation.....	107
16.10	Goods and services tax	107

NOTE 1 DEPARTMENTAL OUTPUT SCHEDULES

1.1 Output group information

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

(i) MINISTERIAL AND PARLIAMENTARY SUPPORT OUTPUT GROUP

OUTPUT GROUP 1 – SUPPORT FOR MEMBERS OF PARLIAMENT

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	23,474	24,842	23,800
Other revenue	865	1,918	1,855
Total revenue from continuing operations	24,339	26,760	25,655
Expenses from continuing operations			
Other Employee Expenses	518	20	18
Salaries and Wages	15,800	19,462	18,068
Superannuation	1,756	2,028	2,128
Depreciation	-	11	5
Amortisation	385	573	394
Advertising and promotion	-	60	222
Communications	296	113	131
Consultants	(1)	-	3
Information technology	215	249	260
Maintenance	259	22	36
Operating lease costs	945	332	377
Other employee related expenses	-	46	52
Other supplies and consumables	898	644	518
Property services	2,207	2,845	2,889
Travel and transport	968	658	887
Grants and transfer payments	-	-	1
Finance costs	44	64	39
Other expenses	63	120	115
Total expenses from continuing operations	24,353	27,247	26,145
Net result from continuing operations	(14)	(487)	(490)
Other economic flows included in net result			
Total other economic flows included in net result	-	(10)	-
Net gain/(loss) in non-financial assets	-	(10)	-
Net result	(14)	(497)	(490)
Comprehensive Result	(14)	(497)	(490)
Expense by output			
1.1 Support for Ministers and certain Parliamentary Office Holders	19,041	21,362	20,653
1.2 Support for Members of the House of Assembly	5,312	5,885	5,491
Total	24,353	27,247	26,145
Net Assets			
Total assets deployed for Output Group 01		3,933	3,043
Total liabilities incurred for Output Group 01		(8,724)	(7,137)
Net assets deployed for Output Group 01		(4,791)	(4,093)

(ii) DEPARTMENTAL OUTPUT GROUPS

OUTPUT GROUP 01 – SUPPORT FOR EXECUTIVE DECISION MAKING

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	9,750	8,250	5,947
Other revenue	-	200	321
Sale of goods and services	-	-	172
Total revenue from continuing operations	9,750	8,450	6,097
Expenses from continuing operations			
Other Employee Expenses	103	9	9
Salaries and Wages	5,983	4,568	3,853
Superannuation	735	564	554
Depreciation	54	3	10
Amortisation	-	65	54
Advertising and promotion	14	4	3
Communications	101	150	18
Consultants	1,009	868	322
Information technology	71	278	250
Maintenance	5	9	5
Operating lease costs	138	21	33
Other employee related expenses	-	49	22
Other supplies and consumables	535	461	129
Property services	413	328	379
Travel and transport	92	27	47
Grants and transfer payments	514	1,022	308
Other transfer payments	-	100	-
Contributions provided	1	-	-
Other expenses	24	27	34
Total expenses from continuing operations	9,792	8,555	6,029
Net result from continuing operations	(42)	(105)	68
Net result	(42)	(105)	68
Comprehensive Result	(42)	(105)	68
Expense by output			
1.1 Strategic Policy and Advice	6,815	5,550	3,830
1.2 Climate Change	2,977	3,005	2,200
Total	9,792	8,555	6,029
Net Assets			
Total assets deployed for Output Group 01		832	609
Total liabilities incurred for Output Group 01		(1,279)	(993)
Net assets deployed for Output Group 01		(448)	(384)

OUTPUT GROUP 02 – GOVERNMENT PROCESSES AND SERVICES

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	11,721	11,553	11,078
Other revenue	2,726	137	204
Grants	-	208	133
Sale of goods and services	547	8	458
Total revenue from continuing operations	14,994	11,906	11,873
Expenses from continuing operations			
Other Employee Expenses	221	14	17
Salaries and Wages	7,504	7,067	7,709
Superannuation	930	849	1,138
Depreciation	68	4	20
Amortisation	27	299	298
Advertising and promotion	259	157	135
Communications	147	80	57
Consultants	87	14	62
Information technology	1,599	1,382	999
Maintenance	277	12	28
Operating lease costs	452	61	89
Other employee related expenses	-	25	125
Other supplies and consumables	1,802	1,159	660
Property services	471	1,068	1,361
Travel and transport	63	67	70
Grants and transfer payments	562	345	502
Finance costs	5	2	-
Other transfer payments	-	62	-
Transfers to the Consolidated Fund	-	16	25
Other expenses	36	47	67
Total expenses from continuing operations	14,510	12,730	13,363
Net result from continuing operations	484	(825)	(1,490)
Net result	484	(825)	(1,490)
Comprehensive Result	484	(825)	(1,490)
Expense by output			
2.1 Management of Executive Government Processes	7,950	6,525	7,376
2.2 Principal and Subordinate Legislation	3,363	3,602	3,419
2.3 Tasmanian Government Courier	710	711	699
2.4 Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor	2,487	1,892	1,869
Total	14,510	12,730	13,363
Net Assets			
Total assets deployed for Output Group 02		3,180	2,098
Total liabilities incurred for Output Group 02		(2,405)	(2,385)
Net assets deployed for Output Group 02		775	(287)

OUTPUT GROUP 03 – ELECTRONIC SERVICES FOR GOVERNMENT AGENCIES AND THE COMMUNITY

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	15,364	15,497	14,928
Other revenue	-	342	38
Sale of goods and services	26,984	28,535	28,649
Total revenue from continuing operations	42,348	44,375	43,615
Expenses from continuing operations			
Other Employee Expenses	428	55	68
Salaries and Wages	18,790	17,670	17,762
Superannuation	2,209	2,119	2,505
Depreciation	189	34	42
Amortisation	224	501	156
Advertising and promotion	38	32	43
Communications	11,826	11,963	11,970
Consultants	141	9	67
Information technology	7,157	4,341	4,666
Maintenance	149	66	85
Operating lease costs	86	80	93
Other employee related expenses	-	34	58
Other supplies and consumables	1,210	1,623	843
Property services	2,499	1,593	2,137
Travel and transport	244	90	105
Grants and transfer payments	34	-	-
Finance costs	14	25	7
Other transfer payments	-	380	380
Contributions provided	1	-	-
Other expenses	154	122	183
Total expenses from continuing operations	45,393	40,734	41,169
Net result from continuing operations	(3,045)	3,640	2,446
Other economic flows included in net result			
Total other economic flows included in net result	-	-	(45)
Net gain/(loss) on non-financial assets	-	-	(45)
Net result	(3,045)	3,640	2,402
Comprehensive Result	(3,045)	3,640	2,402
Expense by output			
3.1 Information, Technology and Digital Services Strategy and Policy Development	1,928	2,436	1,666
3.2 Management and Ongoing Development of Service Tasmania	17,472	15,827	16,435
3.3 Delivery of IT Services	25,993	22,472	23,068
Total	45,393	40,734	41,169
Net Assets			
Total assets deployed for Output Group 03		17,767	14,080
Total liabilities incurred for Output Group 03		(8,356)	(6,970)
Net assets deployed for Output Group 03		9,411	7,110

OUTPUT GROUP 04 – STATE SERVICE MANAGEMENT

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	3,534	3,514	3,413
Other revenue	565	381	806
Sale of goods and services	1,029	739	759
Total revenue from continuing operations	5,128	4,634	4,978
Expenses from continuing operations			
Other Employee Expenses	595	375	528
Salaries and Wages	2,983	2,761	2,850
Superannuation	375	332	418
Depreciation	15	1	3
Amortisation	-	26	13
Advertising and promotion	15	5	10
Communications	24	9	12
Consultants	29	80	29
Information technology	111	176	481
Maintenance	2	6	2
Operating lease costs	24	20	24
Other employee related expenses	-	18	21
Other supplies and consumables	1,401	639	815
Property services	221	193	289
Travel and transport	32	19	28
Grants and transfer payments	166	-	-
Finance costs	3	-	-
Other expenses	14	20	21
Total expenses from continuing operations	6,010	4,681	5,542
Net result from continuing operations	(882)	(47)	(564)
Net result	(882)	(47)	(564)
Comprehensive Result	(882)	(47)	(564)
Expense by output			
4.1 State Service Employment and Management	6,010	4,681	5,542
Total	6,010	4,681	5,542
Net Assets			
Total assets deployed for Output Group 04		1,045	1,125
Total liabilities incurred for Output Group 04		(1,396)	(1,036)
Net assets deployed for Output Group 04		(351)	89

OUTPUT GROUP 05 – SECURITY AND EMERGENCY MANAGEMENT

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	2,713	3,718	7,883
Other revenue	-	378	260
Sale of goods and services	-	-	(36)
Total revenue from continuing operations	2,713	4,096	8,107
Expenses from continuing operations			
Other Employee Expenses	22	2	1
Salaries and Wages	1,802	876	2,579
Superannuation	227	96	303
Depreciation	-	1	2
Amortisation	-	12	9
Advertising and promotion	-	72	2,179
Communications	19	9	20
Consultants	-	63	90
Information technology	19	8	89
Maintenance	1	2	9
Operating lease costs	-	2	4
Other employee related expenses	-	18	3
Other supplies and consumables	2,269	87	192
Property services	6	82	66
Travel and transport	37	5	11
Grants and transfer payments	-	215	1,114
Other transfer payments ¹	-	1,750	685
Other expenses	6	10	8
Total expenses from continuing operations	4,408	3,309	7,366
Net result from continuing operations	(1,695)	787	741
Net result	(1,695)	787	741
Comprehensive Result	(1,695)	787	741
Expense by output			
5.1 Security and Emergency Management	4,408	3,309	7,366
Total	4,408	3,309	7,366
Net Assets			
Total assets deployed for Output Group 05		428	92
Total liabilities incurred for Output Group 05		(318)	(1,108)
Net assets deployed for Output Group 05		110	(1,016)

Note:

- ¹ Reflects transfer payments to other Tasmanian Government agencies budgeted as supplies and consumables for repairs to the Watergate Wall after the Southern Tasmania Extreme Weather Event in May 2018 (\$900,000) and Tasmanian Flood Mapping Project (\$850,000).

OUTPUT GROUP 06 – LOCAL GOVERNMENT

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	2,204	1,904	2,369
Other revenue	90	120	85
Grants	-	802	-
Sale of goods and services	-	5	(57)
Total revenue from continuing operations	2,294	2,831	2,396
Expenses from continuing operations			
Other Employee Expenses	36	1	3
Salaries and Wages	1,577	1,441	1,532
Superannuation	196	176	245
Depreciation	3	-	3
Amortisation	-	9	15
Advertising and promotion	11	1	13
Board members fees	-	71	66
Communications	13	3	7
Consultants	35	96	69
Information technology	31	6	55
Maintenance	1	2	4
Operating lease costs	56	10	11
Other employee related expenses	-	2	5
Other supplies and consumables	138	78	79
Property services	135	152	166
Travel and transport	33	6	14
Grants and transfer payments	-	802	11
Contributions provided	21	-	-
Other expenses	8	10	15
Total expenses from continuing operations	2,294	2,868	2,314
Net result from continuing operations	-	(37)	82
Net result	-	(37)	82
Comprehensive Result	-	(37)	82
Expense by output			
6.1 Local Government	2,294	2,868	2,314
Total	2,294	2,868	2,314
Net Assets			
Total assets deployed for Output Group 06		(94)	(40)
Total liabilities incurred for Output Group 06		(405)	(498)
Net assets deployed for Output Group 06		(499)	(538)

OUTPUT GROUP 07 – STRATEGIC GROWTH

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	2,680	965	385
Other revenue	-	18	13
Total revenue from continuing operations	2,680	983	398
Expenses from continuing operations			
Salaries and Wages	1,539	14	3
Superannuation	182	1	-
Other supplies and consumables	959	-	-
Grants and transfer payments ²	-	923	385
Total expenses from continuing operations	2,680	939	389
Net result from continuing operations	-	44	9
Net result	-	44	9
Comprehensive Result	-	44	9
Expense by output			
7.1 Strategic Growth	2,680	939	389
Total	2,680	939	389
Net Assets			
Total assets deployed for Output Group 07		47	-
Total liabilities incurred for Output Group 07		2	2
Net assets deployed for Output Group 07		48	2

Notes:

- ¹ Reflects the reallocation of appropriation from 2020–21 to 2021–22.
- ² Reflects grant payments budgeted as supplies and consumables. Further information is provided at Note 7.4.

OUTPUT GROUP 89 – PUBLIC BUILDING MAINTENANCE PROGRAM

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Other revenue ¹	-	327	18
Grants ¹	327	-	-
Total revenue from continuing operations	327	327	18
Expenses from continuing operations			
Salaries and Wages	-	2	-
Advertising and promotion	-	16	-
Maintenance	327	15	-
Other supplies and consumables	-	5	-
Travel and transport	-	1	-
Total expenses from continuing operations	327	40	-
Net result from continuing operations	-	288	18
Net result	-	288	18
Comprehensive Result	-	288	18
Expense by output			
89.1 Public Building Maintenance Program	327	40	-
Total	327	40	-
Net Assets			
Total assets deployed for Output Group 89		288	21
Total liabilities incurred for Output Group 89		-	(3)
Net assets deployed for Output Group 89		288	18

Note:

- ¹ Reflects recoveries and reimbursements received from the Department of Treasury and Finance for the Public Building Maintenance Program budgeted as grants revenue.

OUTPUT GROUP 90 – COVID-19 RESPONSE

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations			
Revenue from appropriation	2,330	6,253	-
Other revenue	-	5,034	2,250
Total revenue from continuing operations	2,330	11,287	2,250
Expenses from continuing operations			
Other Employee Expenses	2	33	-
Salaries and Wages	196	4,449	1,624
Superannuation	25	465	146
Advertising and promotion	-	1,864	1,201
Independent Panel members fees ¹	-	290	-
Communications	-	15	(1)
Consultants	-	-	41
Information technology	-	520	62
Maintenance	-	6	38
Operating lease costs	-	6	-
Other employee related expenses	-	7	-
Other supplies and consumables	-	345	329
Property services	-	809	210
Travel and transport	-	10	-
Grants and transfer payments	2,405	1,888	-
Other transfer payments	-	636	-
Other expenses	2	2	-
Total expenses from continuing operations	2,630	11,344	3,650
Net result from continuing operations	(300)	(57)	(1,400)
Net result	(300)	(57)	(1,400)
Comprehensive Result	(300)	(57)	(1,400)
Expense by output			
90.1 State Sector – Casual Workers Support	1,000	680	-
90.2 Essential Communications ²	-	8,548	3,650
90.4 Regionally-based Model for Coordinating the Recovery from COVID-19	225	268	-
90.6 Glenorchy Jobs Hub	650	683	-
90.7 Sorell Employment Hub Extension	300	710	-
90.8 Hamlet	235	235	-
90.9 Troublesmiths	220	220	-
Total	2,630	11,344	3,650
Net Assets			
Total assets deployed for Output Group 90		(1)	237
Total liabilities incurred for Output Group 90		(283)	(115)
Net assets deployed for Output Group 90		(284)	123

Notes:

- ¹ Reflects payments to the Independent Reviewer and members of the associated working group for the Independent Review of the Response to the North-West Tasmania COVID-19 Outbreak.

² Essential communications reflects the operation of the COVID19 Public Health Hotline and the COVID-19 Public Information Unit (PIU). The PIU transferred to the Department of Police, Fire and Emergency Management from 1 April 2021.

Capital Investment Program

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue - works and services	429	250	208
Total revenue and other income from transactions	429	250	208
Expenses from transactions			
Salaries and wages	-	2	-
Transfers to Service Tasmania lead agencies	-	-	11
Grants	250	-	-
Supplies and Consumables	-	40	37
Total expenses from transactions	250	42	47
Net result from transactions (net operating balance)	179	208	161
Net Result	179	208	161
Comprehensive Result	179	208	161
Expense by project			
Service Tasmania Shops Capital Investment	250	42	47
Total	250	42	47
Net assets			
Total assets deployed for Capital Investment Program		824	661
Total liabilities incurred for Capital Investment Program		-	-
Net assets deployed for Capital Investment Program		824	661

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

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Total comprehensive result of Output Groups	(3,269)	3,398	(462)
Comprehensive result	(3,269)	3,398	(462)

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

	2021 Actual \$'000	2020 Actual \$'000
Total net assets deployed for Output Groups	5,083	1,685
Reconciliation to net assets		
Assets unallocated to Output Groups	-	-
Liabilities unallocated to Output Groups	-	-
Net Assets	5,083	1,685

NOTE 2 EXPENDITURE UNDER AUSTRALIAN GOVERNMENT FUNDING ARRANGEMENTS

	State Funded		Australian Government Funding	
	2021 Actual \$'000	2020 Actual \$'000	2021 Actual \$'000	2020 Actual \$'000
National Partnership Program				
<i>Direct funding</i>				
<i>Environment</i>				
Recreational Fishing & Camping Facilities Program	-	-	802	-
Total	-	-	802	-

NOTE 3 EXPLANATIONS OF MATERIAL VARIANCES BETWEEN BUDGET AND ACTUAL OUTCOMES

Budget information refers to original estimates as disclosed in the 2020–21 Budget Papers and is not subject to audit. Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$500,000.

3.1 Statement of comprehensive income

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Grants revenue	a)	327	1,009	682	209
Other revenue	b)	4,246	8,855	4,609	109
Amortisation	c)	636	1,485	849	134
Supplies and consumables	d)	43,121	36,908	(6,213)	(14)
Grants and subsidies	e)	3,431	5,194	1,763	51
Other transfer payments	f)	-	2,928	2,928	100

Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- The increase in grants revenue is primarily due to grants received from the Australian Government for the National Partnership *Recreational Fishing and Camping Facilities Program*.
- The increase in other revenue is primarily due to recoveries and reimbursements from the Department of Health for expenditure related to the Tasmanian Government's response to the COVID-19 pandemic under the National Partnership on *Covid-19 Response*, in particular, the COVID 19 Public Health Hotline.
- The increase in amortisation reflects higher than expected additions in Non-financial assets related to Leasehold improvements and Right-of-use assets.
- The decrease in supplies and consumables primarily relates to Grants and subsidies and Other Transfer Payments budgeted as supplies and consumables in the 2021 Budget and lower than expected lease expenditure as a result of the implementation of AASB16 Leases.
- The increase in Grants and subsidies reflects higher than budgeted expenditure for Strategic Growth (\$923,000), Recreational Fishing and Camping Facilities (\$803,000), Climate Change grants (\$508,000) and COVID-19 Response and Recovery Measures for Glenorchy Jobs Hub and Sorell Employment Hub Extension (\$443,000). This is offset by lower than budgeted expenditure for COVID-19 Response and Recovery Measure State Sector Casual Worker Support (\$956,000) and the Premier's Discretionary Fund (\$118,000).
- Reflects transfer payments to other Tasmanian Government entities for repairs to the Watergate Wall after the Southern Tasmania Extreme Weather Event in May 2018 (\$900,000), Tasmanian Flood Mapping Project (\$850,000), COVID-19 Response and Recovery Measures State Sector Casual Worker Support (\$644,000), Service Agreement for the provision of support to Service Tasmania (\$380,000) and other transfers (\$154,000).

3.2 Statement of financial position

Budget estimates for the 2020–21 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2020–21. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2020–21. The following variance analysis therefore includes major movements between the 30 June 2020 and 30 June 2021 actual balances.

		2021	2021	2020	Variance	Variance
	Notes	Budget	Actual	Actual	Budget	Actual
		\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	a)	5,182	14,198	11,991	9,016	2,207
Receivables	b)	5,160	5,299	3,578	139	1,721
Property, plant and equipment	c)	1,312	2,378	980	1,066	1,398
Right-of-use assets	d)	2,414	4,425	2,729	2,011	1,696
Other assets	e)	1,233	1,804	2,271	571	(467)
Payables	f)	795	1,801	1,974	1,006	(173)
Lease Liabilities	g)	2,526	4,517	2,753	1,991	1,764
Provisions	h)	659	-	-	659	-
Employee benefit liabilities	i)	13,972	15,604	14,618	1,632	986
Other liabilities	j)	708	1,243	898	535	345

Notes to Statement of Financial Position - Budget variances

- Reflects higher than expected cash held for the operations of Digital Strategy and Services and Service Tasmania.
- Reflects higher than expected additions for Leasehold improvements and Information Technology equipment.
- Reflects the recognition of new leases calculated during 2020–21.
- Reflects higher than expected prepayments primarily related to rent payments to the Department of Treasury and Finance.
- Reflects higher than expected accrued expenses primarily related to communications costs for Digital Strategy and Services.
- Reflects the recognitions of new leases calculated during 2020–21.
- The Department has previously recognised a provision for Lease Make Good, under AASB 16 *Leases* quantifiable Lease Make Good provisions are included in the value of Lease Liability.
- Primarily reflects higher than budgeted Long Service Leave balances.
- Reflects higher than expected Revenue Received in Advance primarily due to revenue received for Tasmanian Training Consortium training courses to be held post 30 June 2021.

Notes to Statement of Financial Position - Actual variances

- Reflects increases in cash balances for:
 - Output 02.001 Management of Executive Government Processes due to a reduction in expenditure related to IT equipment purchases from funds held in the Department's Specific Purpose Account;
 - Output 03.002 Management and Ongoing Development of Service Tasmania due to a reduction in overall expenditure from funds held in the Department's Specific Purpose Account as a result of new appropriation Budget Initiatives for Service Tasmania in the 2020–21 Budget; and
 - Output 03.003 Delivery of IT Services due to a reduction in expenditure which reflects a change in the focus of this Output which has resulted in reduced information technology expenditure due to the transition of software, infrastructure and services to the cloud.
- Primarily reflects higher accrued revenue related to Grants revenue receivable from the Department of Treasury and Finance Finance-General for Australian Government funding related to the National Partnership *Recreational Fishing and Camping Facilities Program*.
- Reflects higher than expected additions for Leasehold improvements and Information Technology equipment.
- Reflects the recognition of new leases calculated during 2020–21.
- Reflects the recognitions of new leases calculated during 2020–21.
- Reflects higher calculated leave liability for Long Service Leave (\$538,000), Accrued Salaries (\$261,000) and Recreational Leave (\$200,000).

3.3 Statement of cash flows

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Sales of goods and services	a)	28,621	32,863	4,242	15
GST receipts	b)	4,772	3,954	(818)	(17)
Other cash receipts	c)	4,246	8,983	4,737	112
Grants and subsidies	d)	(3,431)	(5,197)	(1,766)	51
Other cash payments	e)	(328)	(2,924)	(2,596)	791
Purchase of Plant, Equipment and Leasehold improvements	f)	(449)	(1,110)	(661)	147

Notes to Statement of Cash Flows variances

- a) Reflects higher than expected cash receipts for sales of goods and services by Digital Strategy and Services, Service Tasmania and Tasmanian Training Consortium.
- b) Reflects the actual GST receipts for the Department for the year ending 30 June 2021.
- c) Primarily reflects unbudgeted reimbursements from the Department of Health for the operation of the COVID19 Public Health Hotline (\$4,755,000) under the National Partnership Agreement with the Australian Government *Response to COVID-19*.
- d) Primarily reflects grants budgeted as supplies and consumables in the 2020–21 Budget, and unbudgeted grant payments for the *Recreational Fishing and Camping Facilities Program* (\$802,000) and a donation to ActionAid Australia to assist with the response to the COVID-19 crisis in India (\$200,000).
- e) Reflects transfer payments to other Tasmanian Government entities for repairs to the Watergate Wall after the Southern Tasmania Extreme Weather Event in May 2018 (\$900,000), Tasmanian Flood Mapping Project (\$850,000), COVID-19 Response and Recovery Measures State Sector Casual Worker Support (\$644,000) and other transfers (\$202,000).
- f) Reflects higher than expected acquisitions of Information Technology equipment and leasehold improvements in 2020–21.

NOTE 4 UNDERLYING NET RESULT

Non-operational capital funding is the income from transactions relating to funding for capital projects. This funding is classified as income from transactions and included in the Net result. 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 is adjusted to remove the effects of funding for capital projects.

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Net result from transactions (net operating balance)		(3,269)	3,408	(803)
Less impact of:				
Non-operational capital funding				
Revenue from Government - works and services	5.1	429	250	208
Total		429	250	208
Underlying Net operating balance		(3,698)	3,158	(1,011)

NOTE 5 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 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.

5.1 Revenue from Government

Appropriations, whether operating or capital, are recognised as revenues in the period 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 period of appropriation.

Section 23 of the Financial Management Act 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. Rollover of unexpended appropriations under section 23 will be disclosed under the Financial Management Act for the first time in 2020–21.

In the 2019–20 comparative year, Revenue from Government included including appropriations carried forward under section 8A(2) of the now repealed *Public Account Act 1986*, and taken up as revenue in the current year.

Section 8A(2) of the Public Account Act allowed for an unexpended balance of an appropriation to be transferred to an Account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year (2018–19), the carry forward was recognised as a liability, Revenue Received in Advance. The carry forward from the initial year was recognised as revenue in the reporting year, assuming that the conditions of the carry forward were met and the funds were expended.

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

	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Continuing operations			
Appropriation revenue – recurrent			
Current year	73,790	74,918	69,501
Items Reserved by Law: Parliamentary Salaries, Superannuation	280	198	302
	74,070	75,116	69,803
Appropriation revenue - works and services			
Appropriation revenue - works and services	429	250	208
	429	250	208
Other revenue from Government			
Appropriation Rollover under section 23 of the <i>Financial Management Act 2016</i> ¹	1,746	1,380	-
	1,746	1,380	-
Total revenue from Government	76,245	76,746	70,012

Note:

¹ The reduction in Appropriation Rollover under section 23 of the *Financial Management Act 2016*, relates to unused funding rolled over from 2019–20 for Recovery Officers and Community Psychological Support associated with the 2019 Bushfires.

5.2 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).

	2021	2020
	Actual	Actual
	\$'000	\$'000
Grants with sufficiently specific performance obligations		
National Australia Day Council	208	133
Recreational Fishing and Camping Facilities	802	-
Regional Drought Resilience Planning	-	-
Total	1,009	133

National Australia Day Council

Grants received from the National Australia Day Council in 2020–21 of \$207,500 were provided on the condition that they were used for:

- Australia Day celebrations (\$137,500); and
- support for the Australian of the Year, Grace Tame (\$70,000).

This does not include \$61,871 carried forward from 2019–20 in the Department's Specific Purpose Account.

The amount remaining at the end of 2020–21 is \$134,468, which will be carried forward within the Department's Specific Purpose Account to 2021–22.

Recreational Fishing and Camping Facilities Program

Grants received for Recreational Fishing and Camping Facilities are part of the Australian Government's National Partnership Arrangement for the *Recreational Fishing and Camping Facilities Program*. Grants revenue of \$801,552 represents the amount claimed from the Department of Treasury and Finance Finance-General (Finance-General) in 2020–21. Finance-General holds a balance of \$141,448 at 30 June 2021 for this National Partnership Arrangement.

Regional Drought Resilience Planning

Grants received for Regional Drought Resilience Planning are part of the Australian Government's National Partnership Arrangement for *Regional Drought Resilience Planning*. The Department has not claimed any funds from Finance-General in 2020–21 due to late advice regarding this funding. Finance-General holds a balance of \$771,481 at 30 June 2021 for this National Partnership Arrangement.

5.3 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.

Services	Nature of timing of satisfaction of Performance Obligation, including significant payment terms	Revenue recognition policies
Digital Services provided by Digital Strategy and Services	The Department typically satisfies its performance obligations when digital services have been provided to customers.	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.
Training Services provided by the Tasmanian Training Consortium	The Department typically satisfies its performance obligations when training services have been provided to customers.	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.
Transaction Processing Services provided by Service Tasmania	The Department typically satisfies its performance obligations when transaction processing services have been provided to customers.	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.

	2021 Actual \$'000	2020 Actual \$'000
Sale of goods and services		
TASINET charges	18,115	16,656
Network Tasmania (NT) contract management	2,242	2,359
Computing Services	4,466	4,568
Training Services	735	809
Service Tasmania transaction fees and contributions	3,249	3,332
Other ¹	480	1,879
Total	29,288	29,603

Note:

- ¹ The decrease in Other Sales of goods and services is primarily due to a reduction in revenue related to the whole-of-government Office 365 Migration Project which was concluded during 2020–21.

5.4 Other revenue

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

	2021	2020
	Actual	Actual
	\$'000	\$'000
Other revenue		
Paid parental leave	117	167
Transfers from other agencies	364	219
Salary reimbursements	2,126	1,789
Recoveries and reimbursements ¹	6,244	3,252
Other	4	37
Total	8,855	5,464

Note:

- ¹ The increase in Recoveries and reimbursements primarily reflects reimbursements from the Department of Health for expenditure incurred by the Department related to the Tasmanian Government's response to the COVID-19 pandemic under the National Partnership on *COVID-19 Response*. These reimbursements relate to the operation of the COVID-19 Public Health Hotline.

NOTE 6 NET GAINS/(LOSSES)

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

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

Key Judgement

Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use.

Specialised non-financial assets are not used for the purpose of generating cash flows; therefore their recoverable amount is expected to be materially the same as fair value, as determined under *AASB 13 Fair Value Measurement*.

All other non-financial assets are assessed to determine whether any impairment exists, with impairment losses recognised in Statement of Comprehensive Income.

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

	2021	2020
	Actual	Actual
	\$'000	\$'000
Net gain/(loss) on non-financial assets	(10)	(45)
Net gain/(loss) on derecognition of provision	-	386
Total	(10)	341

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, recreation leave, personal leave, long service leave, superannuation and any other post-employment benefits.

	2021	2020
	\$'000	\$'000
Employee benefits		
Wages and salaries	50,635	50,068
Annual leave	3,991	3,853
Long service leave ¹	1,506	(107)
Sick leave	1,948	1,894
Other post-employment benefits	233	272
Other employee expenses	510	645
Total²	58,823	56,624
Superannuation		
Superannuation - defined contribution scheme	4,663	5,066
Superannuation - defined benefit scheme	1,968	2,371
Total²	6,631	7,437

Notes:

¹ The increase in Long Service Leave primarily reflects adjustments to the Long Service Leave Liability and adjustments to the Superannuation expense resulting from incorrect classification dating back to 2018–19.

² Employee Benefits have increased from the prior financial year. Superannuation has decreased from the prior financial year. This is primarily due to adjustments to the Superannuation expense resulting from incorrect classification dating back to 2018–19.

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 employer contribution is 12.95 per cent (in 2020: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 9.5 per cent (2020: 9.5 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 (in 2020: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of key management personnel

	Short-term benefits		Long-term benefits			Termination Benefits ¹ \$'000	Total \$'000
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Other Benefits & Long-Service Leave \$'000			
2021							
Key management personnel							
Jenny Gale Secretary	477	19	62	20	-		577
Ruth McArdle Deputy Secretary (Ceased 13 November 2020)	99	15	18	-	94		226
Craig Limkin Deputy Secretary Policy and Intergovernmental Relations	280	25	29	17	-		351
Robert Williams Deputy Secretary (Appointed 15 December 2020)	138	4	13	63	-		219
Alice Holeywell-Jones Executive Director People, Performance and Governance	191	17	18	2	-		228
Jane Hanna Director State Service Management Office	225	19	21	6	-		271
Acting key management personnel							
Noelene Kelly Acting Deputy Secretary (23 July 2020 – 2 October 2020)	43	-	6	1	-		50
Jacqui Wilson Acting Director Corporate Services (4 January 2021 – 30 June 2021)	73	-	10	40	-		123
Tracey Mulcahy Acting Director Corporate and Culture (1 July 2020 – 2 December 2020)	59	11	8	-	-		77
Total	1,586	109	185	148	94		2,124

Note:

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

	Short-term benefits		Long-term benefits			
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Other Benefits & Long-Service Leave \$'000	Termination Benefits ² \$'000	Total \$'000
2020						
Key management personnel						
Jenny Gale Secretary	460	-	59	(27)	-	492
Ruth McArdle Deputy Secretary	238	-	23	16	-	277
Craig Limkin Deputy Secretary Policy and Intergovernmental Relations	190	-	18	14	-	222
Kim Enkelaar Director, Office of the Secretary (Ceased 31 May 2020)	124	18	16	(21)	-	137
Melissa Gray Executive Director Strategy & Engagement (Ceased 9 April 2020)	115	9	15	(23)	-	116
Alice Holeywell-Jones Executive Director Strategy & Engagement (Appointed 20 May 2020)	14	-	1	32	-	47
Acting key management personnel						
Sophie Muller Acting Deputy Secretary Policy and Intergovernmental Relations (15 Aug – 15 Sep 2019 & 27 Sep – 28 Oct 2019)	19	3	2	2	-	26
Melissa Gray Acting Deputy Secretary Policy and Intergovernmental Relations (1 July – 14 Aug 2019)	39	5	5	(4)	-	45
Phillippa Shirley Acting Director, Office of the Secretary (1 – 30 June 2020)	10	-	1	1	-	12
Tracey Mulcahy Acting Director Corporate Services (27 Mar – 30 Jun 2020)	34	-	4	5	-	43
Renee Anderson Acting Executive Director Strategy and Engagement (1 Jul – 17 Sep 2019)	45	9	4	(15)	-	43
Mandy Denby Acting Director Corporate and Culture Division (1 Jul 2019 – 8 Jan 2020)	71	12	9	1	-	93
Total	1,359	56	157	(19)	-	1,553

Note:

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

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

Remuneration during 2020–21 for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits. Long-term employee expenses include long service leave 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.

(c) Remuneration of Ministers

	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Post-Employment Benefits \$'000	Other Benefits & Long-Service Leave \$'000	
2021						
Ministers	2,636	105	211	-	-	2,952
Total	2,636	105	211	-	-	2,952

	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Post-Employment Benefits \$'000	Other Benefits & Long-Service Leave \$'000	
2020						
Ministers	2,594	104	204	-	-	2,902
Total	2,594	104	204	-	-	2,902

From 1 July 2017:

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

AASB 124 Related Party Disclosures requires related party disclosures to ensure that the financial statements contain disclosures necessary to draw attention to the possibility that the Department's financial results may have been affected by the existence of related parties and by transactions with such parties.

This note is not intended to disclose conflicts of interest for which there are administrative procedures in place.

The extent of information disclosed about related party transactions and balances is subject to the application of professional judgement by the Department. It is important to understand that the disclosures included in this note will vary depending on factors such as the nature of the transactions, the relationships between the parties to the transaction and the materiality of each transaction. Those transactions which are not materially significant by their nature, impact or value, in relation to the Department's normal activities, are not included in this note.

There are no material related party transactions requiring disclosure.

7.2 Depreciation and amortisation

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

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	2021 \$'000	2020 \$'000
Information Technology Equipment	3-5 years	54	85
Total		54	85

Amortisation		2021 \$'000	2020 \$'000
Intangible assets	3 years	235	251
Leasehold improvements	Over the life of the lease or 10 years	265	201
Right-of-use Assets	Over the life of the lease	986	487
Total		1,485	939
Total Depreciation and amortisation		1,539	1,024

7.3 Supplies and consumables

	2021	2020
	\$'000	\$'000
Communications	12,340	12,215
Information technology	6,961	6,862
Lease expense ¹	4,930	5,333
Advertising and promotion	2,212	3,805
Other property services	2,145	2,201
Contractors, training fees and expenses	1,581	1,098
Office accommodation	1,560	534
Consultants	1,130	683
Travel and transport	883	1,163
Printing and information	764	670
Other supplies and consumables	704	658
Maintenance	531	632
Sitting fees	360	66
Materials and supplies	191	257
Building and infrastructure	140	217
Meetings/committee expenses	138	219
Training and conferences	125	96
Audit fees - financial audit ²	109	36
Recruitment	74	190
Entertainment	29	57
Audit fees - internal audit	-	35
Total	36,908	37,027

Notes:

- ¹ Lease expenses includes lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to note 9.2 for breakdown of lease expenses and other lease disclosures.
- ² Audit fees paid or payable to the Tasmanian Audit Office for the audit of the Department's financial statements were \$76,220 (2019–20, \$74,000).

7.4 Grants, subsidies, donations and contributions

Grants and subsidies expenditure is recognised to the extent that:

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

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.

	2021 \$'000	2020 \$'000
Covid-19 Response and Recovery Measures Grants	1,888	-
Tasmanian Climate Change Office Grants	1,019	266
Strategy and Engagement Grants	923	385
Recreational Fishing and Camping Facilities Grants	802	-
Premier's Discretionary Fund	211	344
Covid-19 Indian Outbreak Donation	200	-
Premier's Scholarship Fund	120	120
Bushfire Recovery Grants	15	10
Australia Day Grants	14	39
Other Grants, Subsidies, Donations and Contributions	3	53
Office of Security & Emergency Management Grants	-	1,104
Total	5,194	2,321

COVID19 Response and Recovery Measures Grants

The COVID19 Response and Recovery Measures Grants consist of:

Glenorchy Jobs Hub:

Assists local business owners to meet their workforce demands and help jobseekers into employment.

Hamlet:

Supports the Hamlet Employability Program, which provides practical work experience and job readiness in hospitality to Tasmanian's facing multiple barriers to accessing education, training and employment.

Sorell Employment Hub Extension:

Supports the delivery of services assisting local jobseekers into employment in South East Tasmania.

Troublesmiths:

Grant provided to Workskills Inc.'s Troublesmiths Employment Program to assist with the delivery of the Troublesmiths employment-focused social enterprise for young people aged 15 to 24 years facing multiple barriers to accessing education, training and employment.

Tasmania Climate Change Office Grants

The Tasmania Climate Change Office Grants consist of:

Climate Action 21:

Grants are provided to implement new initiatives in regards to climate change research; improving energy efficiency; reducing transport emissions.

Electric Vehicle ChargeSmart Grants:

Grants of up to \$50,000 towards upfront costs of purchasing and installing Direct Current (DC) electric vehicle fast charging stations in Tasmania for use by the public.

Strategy and Engagement Grants

The Government allocated monies through Strategy and Engagement Grants to develop and implement key Strategic Growth priorities to assist in delivering improved social and economic outcomes across the State. Projects reflect place-based policy, collective impact, co-design and unlocking the potential of business regions.

Recreational Fishing and Camping Facilities

This Australian Government National Partnership funded initiative is to support Local Governments with funding to improve, maintain or build new boating, marine rescue or fishing and camping facilities, such as boat ramps, for locals and visitors to regional areas.

Covid-19 Indian Outbreak Donation

Contribution provided to ActionAid Australia to support relief and recovery efforts related to the outbreak of COVID-19 in India. This outbreak represents a significant humanitarian crisis, with concerns that India's Health system is overwhelmed and people are unable to access appropriate medical care.

Premier's Discretionary Fund

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

Bushfire Recovery Grants

To provide Tasmanian organisations with funding for projects and initiatives that helped recovery efforts in communities affected by the 2018–19 bushfires and the 2013 Dunalley bushfires.

Australia Day Grants

To provide funding for Reconciliation Tasmania to assist with events that acknowledge the history and culture of Tasmania's Aboriginal people around Australia Day.

7.5 Finance costs

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

	2021	2020
	\$'000	\$'000
Interest expense		
Interest on leases liabilities	91	46
Total	91	46

7.6 Other transfer payments

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

	2021	2020
	\$'000	\$'000
Voluntary transfer of activities between Departments	2,338	1,065
Other		
Transfer Payments - Government Business Enterprises	587	-
Transfer Payments - Other	3	-
Total¹	2,928	1,065

Notes:

- ¹ Reflects transfer payments to other Tasmanian Government entities for repairs to the Watergate Wall after the Southern Tasmania Extreme Weather Event in May 2018 (\$900,000), Tasmanian Flood Mapping Project (\$850,000), COVID-19 Response and Recovery Measures State Sector Casual Worker Support (\$644,000), Service Agreement for the provision of support to Service Tasmania (\$380,000) and other transfers (\$154,000).

7.7 Other expenses

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

	2021	2020
	\$'000	\$'000
Salary on-costs		
Workers Compensation Premiums	358	444
Total	358	444

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 fair 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 held with the objective to collect 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 not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, 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.

	2021	2020
	\$'000	\$'000
Receivables	5,299	3,578
Total	5,299	3,578
Sale of goods receivable (Inclusive of GST)	1,058	634
Tax assets	376	131
Other receivables	624	770
Accrued revenue ¹	3,241	2,043
Total	5,299	3,578
Settled within 12 months	5,299	3,578
Settled in more than 12 months	-	-
Total	5,299	3,578

Note:

¹ Primarily reflects higher accrued revenue related to Grants revenue receivable from Finance-General for Australian Government funding related to the National Partnership *Recreational Fishing and Camping Facilities Program*.

For ageing analysis of financial assets, refer to note 13.1

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

When parts of an item of 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. The Department has undertaken a voluntary change of accounting policy in relation to the asset recognition threshold. Details of this voluntary change in accounting policy are available at note 16.5 (b).

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

(iv) Revaluations

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

a) Carrying amount

	2021 \$'000	2020 \$'000
Leasehold improvements		
At cost ¹	3,025	1,787
Less: Accumulated amortisation	(1,195)	(936)
	1,830	852
Work in progress (at cost)	207	27
Total	2,037	879
Plant, equipment and vehicles		
At cost	43	50
Less: Accumulated depreciation	(43)	(50)
Total	-	-
Information Technology Equipment		
At cost	1,306	1,731
Less: Accumulated depreciation	(965)	(1,629)
Total	340	101
Total Property, plant and equipment	2,378	980

Note:

¹ The increase in Leasehold Improvements represents the completion of the major redevelopment of the Service Tasmania Service Centre in Hobart and improvements to various other service centres under the Public Building Maintenance Fund initiative.

b) Reconciliation of movements (including fair value levels)

Reconciliations of the carrying amounts of each class of Property, plant and equipment 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.

2021	Leasehold improvements \$'000	Information Technology Equipment \$'000	Level 2 Heritage furniture \$'000	Total \$'000
Carrying value at 1 July	879	101	-	980
Additions	1,226	293	-	1,519
Disposals	(10)	-	-	(10)
Work in progress	207	-	-	207
Depreciation and amortisation	(265)	(54)	-	(319)
Carrying value at 30 June	2,037	340	-	2,378

2020	Leasehold improvements \$'000	Information Technology Equipment \$'000	Level 2 Heritage furniture \$'000	Total \$'000
Carrying value at 1 July	1,059	186	30	1,275
Additions	38	-	-	38
Disposals	(45)	-	(30)	(75)
Work in progress	27	-	-	27
Depreciation and amortisation	(201)	(85)	-	(286)
Carrying value at 30 June	879	101	-	980

Transfers between categories

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

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. Right-of-use assets includes assets in respect of leases previously treated as operating leases under AASB 117, and therefore not recognised on the Statement of Financial Position.

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 over its useful life.

2021	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	2,718	11	2,729
Additions ¹	2,839	65	2,904
Disposals / derecognition	(222)	-	(222)
Depreciation and amortisation	(971)	(15)	(986)
Carrying value at 30 June	4,364	61	4,425

Note:

- ¹ The additions for Right-of-Use Assets reflects new leases recognised during the 2020–21 financial year. See note 9.2 for further details.

2020	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	3,205	15	3,220
Depreciation and amortisation	(487)	(4)	(491)
Carrying value at 30 June	2,718	11	2,729

8.4 Intangibles

An intangible asset is recognised where:

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

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

(a) Carrying Amount

	2021	2020
	\$'000	\$'000
Intangible assets		
At cost - software	2,300	2,493
Less: Accumulated amortisation	(2,156)	(2,114)
Total	144	379

(b) Reconciliation of movements (including fair value levels)

	2021	2020
	Total	Total
	\$'000	\$'000
Carrying amount at 1 July	379	602
Additions	-	28
Depreciation / amortisation expense	(235)	(251)
Carrying amount at 30 June	144	379

Note:

¹ Intangible assets for the Department are not revalued due to software having a limited useful life. See Note 7.2.

8.5 Other non-financial assets

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

a) Carrying Amount

	2021 \$'000	2020 \$'000
Other current assets		
Prepayments	1,804	2,271
Total	1,804	2,271
Recovered within 12 months	1,804	2,271
Recovered in more than 12 months	-	-
Total Other non-financial assets	1,804	2,271

b) Reconciliation of movements

2021	Prepayments \$'000	Lease Makegood \$'000	Total \$'000
Carrying amount at start of year	2,271	-	2,271
Additions	1,804	-	1,804
Settlements	(2,271)	-	(2,271)
Carrying amount at 30 June	1,804	-	1,804

2020	Prepayments \$'000	Lease Makegood \$'000	Total \$'000
Carrying amount at start of year	1,379	274	1,653
Additions	1,771	-	1,771
Settlements	(879)	(274)	(1,153)
Carrying amount at 30 June	2,271	-	2,271

NOTE 9 LIABILITIES

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

9.1 Payables

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

	2021 \$'000	2020 \$'000
Creditors	-	149
Accrued Expenses	1,801	1,824
Total	1,801	1,974
Settled within 12 Months	1,801	1,974
Settled in more than 12 Months	-	-
Total	1,801	1,974

Note:

Settlement is usually made within 14 days.

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 has entered into the following leasing arrangements:

Class of right-of-use asset	Details of leasing arrangements
<i>New leases recognised¹</i>	
Plant and equipment	Photocopier Bizhub C550i – Lease ends February 2026 Photocopier Apeosport V C4476 – Lease ends February 2025 Photocopier Bizhub C759 – Lease ends August 2025 Photocopier Bizhub C650i – Lease ends August 2025

Class of right-of-use asset	Details of leasing arrangements
Buildings	<p>1/160 Bungana Way, Cambridge – Lease ends October 2025</p> <p>80B Wilson Street, Burnie – Lease ends June 2026</p> <p>43 Best Street, Devonport – Lease ends May 2026</p> <p>4/21 Alexandra Road, Ulverstone – Lease ends 30 June 2030</p> <p>65A Emmett Street, Smithton – Lease ends June 2026</p> <p>2/9 Oldaker Street, Devonport – Lease ends June 2030</p> <p>219 Invermay Road, Mowbray – Lease ends June 2026</p> <p>Greenpoint Road, Bridgewater – Lease ends June 2023</p> <p>48 Cattley Street, Burnie – Lease ends June 2026</p> <p>15 George Street, Currie – Lease ends 31 October 2021</p> <p>12 Elizabeth Street, George Town – Lease ends June 2023</p> <p>Shop 87a Channel Court Shopping Centre, Kingston – Lease ends December 2021</p> <p>Shop 6, 9 Wellington Street, Longford – Lease ends February 2041</p> <p>51 King Street, Scottsdale – Lease ends June 2023</p> <p>64 High Street, Sheffield – Lease ends June 2027</p> <p>Shop 3, 5 Fitzroy Street, Sorell – Lease ends October 2025</p> <p>Shop 2, 76-78 Emu Bay Road, Deloraine – Lease ends 30 June 2026</p>
Continuing Leases	
Plant and Equipment	Photocopier Bizhub C659 – Lease ends June 2023
Buildings	<p>3/90 Clarence Street, Bellerive – Lease ends June 2030</p> <p>65 Cecilia Street, St Helens – Lease ends August 2021</p> <p>2 Willis Street, Launceston – Lease ends June 2022</p> <p>10A Marlborough Street, Longford – Lease ends June 2026</p> <p>9 Gordon Street, Sorell – Lease ends April 2022</p> <p>331 Main Road, Glenorchy – Lease ends June 2022</p> <p>134 Nelson Street, Smithton – Lease ends March 2022</p> <p>Covehill Shopping Centre, Bridgewater – Lease ends June 2026</p> <p>Shop 86, Channel Court Shopping Centre, Kingston – Lease ends June 2026</p> <p>1A & 1B 33 Cole Street, Sorell – Lease ends June 2026</p> <p>62 Main Road, Moonah – Lease ends June 2026</p> <p>4 Terry Street, Glenorchy – Lease ends June 2023</p> <p>46 Bligh Street, Rosny – Lease ends June 2023</p> <p>17 Vicary Street, Triabunna – Lease ends September 2031</p> <p>Shop 96, Channel Court Shopping Centre, Kingston – Lease ends June 2026</p> <p>112C Hobart Road, Kings Meadows – Lease ends September 2021</p> <p>1 Skinner Drive, Huonville – Lease ends June 2023</p> <p>9 - 13 Driffield Street, Queenstown – Lease ends June 2023</p> <p>8 Emu Bay Road, Deloraine – Lease ends June 2024</p> <p>15A Wilson Street, Burnie – Lease ends June 2030</p> <p>184 Collins Street, Hobart – Lease ends June 2030</p>

Note:

¹ The high amount of new leases recognised in 2020–21 reflects new leases entered into during the financial year, and further clarification from the Department of Treasury and Finance of lease recognition requirements according to the Treasurer’s Instructions.

	2021 \$'000	2020 \$'000
Current		
Lease Liabilities - Buildings	857	470
Lease Liabilities - Plant and equipment	17	4
Lease Liabilities - Current	874	474
Non Current		
Lease Liabilities - Buildings	3,598	2,271
Lease Liabilities - Plant and equipment	45	7
Lease Liabilities - Non Current	3,643	2,279
Total	4,517	2,753

The following amounts are recognised in the Statement of Comprehensive Income.

	2021 \$'000	2020 \$'000
Interest on lease liabilities included in note 7.5	91	46
Lease expenses included in note 7.3:		
Leased Vehicles	386	467
Properties - Treasury	4,537	4,667
Equipment Rental/Leasing	19	19
Short term leases	8	265
Lease of low-value assets	126	25
Net expenses from leasing activities	5,168	5,490

9.3 Provisions

Key estimate and judgement

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

(a) Carrying amount

	2021 \$'000	2020 \$'000
Operating Lease make-good provisions	-	-
Total	-	-
Settled within 12 Months	-	-
Settled in more than 12 Months	-	-
Total	-	-

(b) Reconciliation of movements in provisions

	Lease Make Good		Total Provisions	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at 1 July	-	659	-	659
Disposals	-	(659)	-	(659)
Balance at 30 June	-	-	-	-

9.4 Employee benefits

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.

	2021	2020
	\$'000	\$'000
Accrued salaries	1,246	985
Recreational Leave	5,085	4,885
Long Service Leave	9,264	8,725
Provision for State Service Accumulated Leave Scheme (SSALS)	9	23
Total	15,604	14,618
Settled within 12 Months	14,280	13,499
Settled in more than 12 Months	1,323	1,120
Total	15,604	14,618

9.5 Other liabilities

Other liabilities consist of revenue received in advance.

	2021	2020
	\$'000	\$'000
Revenue Received in Advance		
Revenue received in advance	1,243	898
Total	1,243	898
Settled within 12 Months	1,243	898
Settled in more than 12 Months	-	-
Total	1,243	898

NOTE 10 COMMITMENTS AND CONTINGENCIES

10.1 Schedule of 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.

	2021 \$'000	2020 \$'000
By Type		
Operating lease commitments		
Operating leases ¹	3,846	7,946
Total operating lease commitments	3,846	7,946
Other Rental commitments		
Rent for Crown owned properties	3,515	3,611
Rent for Crown leased properties	23,336	25,554
Total other rental commitments	26,850	29,165
By maturity		
Operating lease commitments		
One year or less	1,115	2,666
From one to five years	2,463	4,405
More than five years	267	875
Total operating lease commitments	3,846	7,946
Other rental commitments		
One year or less	3,827	3,743
From one to five years	12,925	14,972
More than five years	10,098	10,450
Total other rental commitments	26,850	29,165

Note:

- ¹ The decrease in operating lease commitments is primarily due to the increase in the number of leases recognised under AASB16 Leases. See Note 9.2 for further details.

Operating Lease Commitments

Photocopiers

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

Motor Vehicles

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

Properties

- Commercial property lease payments are generally payable monthly in advance in accordance with the terms and conditions of the lease.
- Lease terms vary and generally will contain a provision for an extension of lease for a further term/s.

- Leases contain provision for rent reviews and the rate is adjusted in accordance with the terms and conditions outlined in the lease document. Generally, rent is reviewed to market, CPI or fixed increase.
- Lease agreements do not contain provision for purchase on cessation.
- Lease agreements have been reviewed for potential make good provisions. (Note 10.2)

Water Coolers

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

Other Rental Commitments

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

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.

(a) Quantifiable contingencies

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

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

	2021 \$'000	2020 \$'000
Quantifiable contingent liabilities		
Potential make good on lease	99	109
Litigation claim	-	130
Total quantifiable contingent liabilities	99	239
Quantifiable contingent assets		
Lease hold improvement – make good	36	122
Total quantifiable contingent assets	36	122

NOTE 11 RESERVES

11.1 Reserves

	Heritage and cultural assets \$'000	Total \$'000
2021		
Asset revaluation reserve		
Balance at the beginning of financial year	-	-
Balance at end of financial year	-	-
2020		
Asset revaluation reserve		
Balance at the beginning of financial year	10	10
Transfers to accumulated reserves	(10)	(10)
Balance at end of financial year	-	-

Nature and purpose of reserves

Asset Revaluation Reserve

The Asset Revaluation Reserve was used to record increments and decrements on the revaluation of Heritage assets (furniture).

NOTE 12 CASH FLOW RECONCILIATION

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

12.1 Cash and deposits

Cash and 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.

Specific Purpose Account balance

	2021 \$'000	2020 \$'000
S520 Department of Premier and Cabinet Operating Account	14,129	11,920
Total	14,129	11,920
Other Cash held		
Service Tasmania Shop Cash Floats	70	70
Total	70	70
Cash equivalents	-	-
Total Cash and cash equivalents	14,198	11,991

The funds held in S520 as at 30 June 2021 are primarily for projects yet to commence or commenced but not completed for which specific Australian Government or State funds were allocated.

12.2 Reconciliation of net result to net cash from operating activities

	2021	2020
	\$'000	\$'000
Net result	3,398	(462)
Other (gain)/loss on non-financial assets	10	(341)
Depreciation and amortisation	1,539	1,024
Decrease (increase) in Receivables	(278)	1,329
Decrease (Increase) in Tax assets	(245)	(132)
Decrease (Increase) in Accrued revenue	(1,198)	360
Decrease (Increase) in Prepayments	(162)	(873)
Increase (Decrease) in Employee Benefits	986	896
Increase (Decrease) in Creditors	(149)	149
Increase (Decrease) in Accrued Expenses	(9)	1,209
Increase (Decrease) in Other Liabilities	345	238
Prepayment directly to liability for lease liability	-	14
Net cash from (used by) operating activities	4,236	3,412

12.3 Acquittal of Capital Investment and Special Capital Investment Funds

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 as disclosed in the 2020–21 Budget Papers and has not been subject to audit.

(a) Project expenditure

	2021	2021	2020
	Budget	Actual	Actual
	\$'000	\$'000	\$'000
Capital Investment Program			
Cyber Security ¹	179	-	-
Service Tasmania Shop Funding	250	250	208
Total	429	250	208
Total Project Expenditure	429	250	208

Note:

¹ Under section 23 of the *Financial Management Act 2016*, the Treasurer has approved the Rollover of all un-expended funds for the capital component of the Cyber Security project.

(b) Classification of cash flows

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

	2021	2020
	Actual	Actual
	\$'000	\$'000
Cash Outflows		
Employee Benefits	2	-
Supplies and Consumables	40	47
Payments for acquisition of Assets	209	161
Total Cash Outflows	250	208

12.4 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.

2021	Lease Liabilities \$'000	Total \$'000
Balance as at 1 July 2020	2,753	2,753
Acquisitions/New Leases	2,872	2,872
Disposals due to early termination of lease	(119)	(119)
Other Movements	(56)	(56)
Changes from financing cash flows:		
Cash Repayments	(933)	(933)
Balance as at 30 June 2021	4,517	4,517

2020	Lease Liabilities \$'000	Total \$'000
Balance as at 1 July 2019	-	-
Acquisitions/New Leases	3,243	3,243
Changes from financing cash flows:		
Cash Repayments	(490)	(490)
Balance as at 30 June 2020	2,753	2,753

NOTE 13 FINANCIAL INSTRUMENTS

13.1 Risk Exposures

(a) Risk management policies

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

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

The 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. The Department does not have a significant exposure to credit risk as departmental receivables are mainly from other government entities. The Department does not consider a need to have a provision for impairment.	General terms of trade are 30 days.
Cash and Deposits	Cash and deposits are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution.

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

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

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 2021 and 30 June 2020 are as follows.

2021	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91+days \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)	4,961	258	17	48	15	5,299
Expected credit loss (AxB)	-	-	-	-	-	-

2020	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91+days \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)	3,215	306	40	-	17	3,578
Expected credit loss (AxB)	-	-	-	-	-	-

(c) Liquidity risk

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

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

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

Financial Instrument	Accounting and strategic policies (including recognition criteria 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.
Lease Liabilities	The lease liability are measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate of DPAC's incremental borrowing rate.	Payments are made on an annual, quarterly or monthly basis in line with the lease agreement.

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:

	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Undis- counted Total \$'000	Carrying Amount \$'000
2021								
Financial liabilities								
Payables	1,801	-	-	-	-	-	1,801	1,801
Lease liabilities	958	814	713	695	643	1,158	4,980	4,517
Total	2,759	814	713	695	643	1,158	6,781	6,318

	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Undis- counted Total \$'000	Carrying Amount \$'000
2020								
Financial liabilities								
Payables	1,974	-	-	-	-	-	1,974	1,974
Lease liabilities	520	520	511	412	333	1,178	3,474	2,753
Total	2,494	520	511	412	333	1,178	5,448	4,727

(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 2021.

13.2 Categories of financial assets and liabilities

	2021 \$'000	2020 \$'000
AASB 9 Carrying amount		
Financial assets		
Amortised cost	5,299	3,578
Total	5,299	3,578
Financial liabilities		
Financial liabilities measured at amortised cost	6,318	4,727
Total	6,318	4,727

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

	Carrying Amount 2021 \$'000	Net Fair Value 2021 \$'000	Carrying Amount 2020 \$'000	Net Fair Value 2020 \$'000
Financial assets				
Petty cash	70	70	70	70
Cash in Special Deposits and Trust Fund	14,129	14,129	11,920	11,920
Receivables	5,299	5,299	3,578	3,578
Total financial assets	19,497	19,497	15,568	15,568
Financial liabilities (recognised)				
Payables	1,801	1,801	1,974	1,974
Lease Liabilities	4,517	4,517	2,753	2,753
Total financial liabilities (recognised)	6,318	6,318	4,727	4,727

13.4 Net fair values of financial assets and liabilities

	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
2021				
Financial assets				
Petty cash	70	-	-	70
Cash in Specific Purpose Accounts	14,129	-	-	14,129
Receivables	5,299	-	-	5,299
Total financial assets	19,497	-	-	19,497
Financial liabilities				
Payables	1,801	-	-	1,801
Lease Liabilities	4,517	-	-	4,517
Total financial liabilities (recognised)	6,318	-	-	6,318

	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
2020				
Financial assets				
Petty cash	70	-	-	70
Cash in Specific Purpose Accounts	11,920	-	-	11,920
Receivables	3,578	-	-	3,578
Total financial assets	15,568	-	-	15,568
Financial liabilities				
Payables	1,974	-	-	1,974
Lease Liabilities	2,753	-	-	2,753
Total financial liabilities (recognised)	4,727	-	-	4,727

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

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

NOTE 14 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.

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

Account/Activity	Opening Balance \$'000	Net Transactions during 2020–21 \$'000	Closing Balance \$'000
S523 Brand Tasmania	17	22	39

NOTE 15 EVENTS OCCURRING AFTER BALANCE DATE

15.1 Output 01.002 Tasmanian Climate Change Office transfer to Renewables, Climate and Future Industries Tasmania

The 2021–22 Budget announced an Administrative Restructure for Output 01.002 Tasmanian Climate Change Office. This Output will be transferred to a new Tasmanian Government organisation Renewables, Climate and Future Industries Tasmania effective 1 November 2021.

The financial effect of this event has not been recognised in the financial statements.

The expected financial effect of the event for 2021–22 is as follows:

	Based on Budget 2021–22^{1,2} \$'000	Based on Actual 2020–21² \$'000
Total Revenue increase/(decrease)	(4,543)	(1,968)
Total Expenditure increase/(decrease)	(4,619)	(2,004)
Net result increase/(decrease)	68	36
Total Assets increase/(decrease)	(147)	(294)
Total Liabilities increase/(decrease)	(160)	-
Net Assets increase/(decrease)	13	(294)

Notes:

- Output 01.002 has received significant additional funding in the 2021–22 Budget when compared to the prior financial year. This additional funding includes: \$2,000,000 for the Climate Change Action Plan, \$1,100,000 for the Electric Vehicle Target for the Tasmanian Government Fleet, \$600,000 for the Charge Smart Grants Program, \$400,000 for the Emissions Reduction Loan Scheme and \$250,000 for the Carbon Farming Pilot Program.
- Calculations reflect the expected eight months that Output 01.002 will not be a part of the Department. The calculation assumes that transactions occur at a rate that is uniform across the year.

15.2 Output 07.001 Strategic Growth transfer to Department of State Growth

The 2021–22 Budget announced an Administrative Restructure for Output 07.001 Strategic Growth. This Output was transferred to the Department of State Growth effective 1 July 2021.

The financial effect of this event has not been recognised in the financial statements.

The expected financial effect of the event is as follows:

	Based on Budget 2020-21 \$'000	Based on Actual 2020-21 \$'000
Total Revenue increase/(decrease)	(2,680)	(983)
Total Expenditure increase/(decrease)	(2,680)	(939)
Net result increase/(decrease)	-	(44)
Total Assets increase/(decrease)	-	(47)
Total Liabilities increase/(decrease)	-	2
Net Assets increase/(decrease)	-	(45)

15.3 Transfer of Planning Policy and Reform Output from Department of Justice

During the 2021–22 Budget Estimates it was announced that the Planning Policy and Reform Output of the Department of Justice would transfer to the Department of Premier and Cabinet effective 1 November 2021.

The financial effect of this event has not been recognised in the financial statements.

The expected financial effect of the event for 2021–22 is as follows:

	Based on Budget 2021-22¹ \$'000
Total Revenue increase/(decrease)	2,349
Total Expenditure increase/(decrease)	2,349
Net result increase/(decrease)	-
Total Assets increase/(decrease)	-
Total Liabilities increase/(decrease)	-
Net Assets increase/(decrease)	-

Note:

- ¹ Calculations reflect the expected eight months that the Planning Policy and Reform Output will be a part of the Department. The calculation assumes that transactions occur at a rate that is uniform across the year.

NOTE 16 SIGNIFICANT ACCOUNTING POLICIES AND JUDGEMENTS

16.1 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 wholeofgovernment 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 highquality advice on matters of State and national significance and collaborates with all agencies across Government and Local 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. The Department is continuing to manage the Public Health Hotline, through 2021–22, providing critical support for the Government's response to the COVID19 pandemic. It is responsible for ensuring a coordinated and consistent approach to the COVID-19 recovery among agencies and providing advice on the Government recovery plan.

The Department is responsible for the progression of the Government's Climate Action 21 of *Tasmania's Climate Change Action Plan 2017–2021*.

Through *Service Tasmania* the Department provides a central point of contact for government services and transactions to the Tasmanian people 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 fitforpurpose digital policy and technology solutions to the Tasmanian Government and its agencies to achieve priority objectives and core business outcomes.

The Department is funded through a mixture of Parliamentary appropriations and retained revenues. It provides the following services on a feeforservice basis:

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

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

16.2 Basis of accounting

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

- Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.

The Financial Statements were signed by the Acting Secretary on 24 September 2021.

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

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 16.5.

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.

16.3 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.

16.4 Functional and presentation currency

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

16.5 Changes in accounting policies

(a) Impact of new and revised Accounting Standards

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

- *AASB 1059 Service Concession Arrangements: Grantors* – This Standard prescribes the accounting for a service concession arrangement by a grantor that is a public sector entity. Service concession arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services.

Where AASB 1059 applies, the grantor recognises the service concession asset when the grantor obtains control of the asset and measures the service concession asset at current replacement cost. At the same time, the grantor recognises a corresponding financial liability or unearned revenue liability or a combination of both.

The modified retrospective approach, permitted under AASB 1059, has been adopted, by recognising and measuring service concession assets and related liabilities as the date of initial application of 1 July 2019, with any net adjustments to the amounts of assets and liabilities recognised in accumulated funds at that date.

The implementation of AASB 1059 does not have any impact on the statements of the Department.

(b) Voluntary changes in accounting policy

- The Department has chosen to voluntarily amend its accounting policies in relation to the property, plant, equipment and leasehold improvement asset recognition threshold.
- Currently the Department's asset capitalisation threshold for all asset classes is \$10,000 with the exception of assets held by Digital Strategy Services which have a threshold of \$1,000.
- The new policy will adopt the asset threshold limit of \$10,000 for the entire Department.
- There is no impact on the comparative information presented in the Financial Statements and associated notes.
- The change in accounting policy results in the presentation of more relevant and reliable information because there is a consistent policy to recognise all property plant and equipment across the Department.
- There is no impact on the financial statements.

16.6 Foreign currency

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

16.7 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Details of the impact of changes in accounting policy on comparative figures are at Note 16.5.

16.8 Rounding

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

16.9 Departmental taxation

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

16.10 Goods and services tax

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

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

Appendix B: Legislation administered

Legislation administered by DPAC in 2020-21 is listed below. All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

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
Brand Tasmania Act 2018
Churches of Christ, Scientist, Incorporation Act 1980
Churches of Christ Tasmania Act 1978
Church of England (Rectory of St. James the Apostle) Act 1980
Coastal and Other Waters (Application of State Laws) Act 1982
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 Minister for Finance)
Hobart Hebrew Congregation Act 1958
Jim Bacon Foundation (Winding-up) Act 2013
Legislation Publication Act 1996
National Broadband Network (Tasmania) Act 2010
Parliamentary (Disclosure of Interests) Act 1996
Parliamentary Privilege Acts 1858, 1885, 1898 and 1957
Parliamentary Salaries, Superannuation and Allowances Act 2012 except in so far as it relates to the superannuation entitlements of members of Parliament (see Department of Treasury and Finance under the Minister for Finance)

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 Minister for Finance)
Roman Catholic Church Property Act 1932
Standard Time Act 1895
State Coastal Policy Validation Act 2003
State Policies and Projects Act 1993 except Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4 (see Department of Justice under the Minister for Planning)
State Policies and Projects (Validation of Actions) Act 2001
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 CLIMATE CHANGE

Climate Change (State Action) Act 2008

MINISTER FOR LOCAL GOVERNMENT AND PLANNING

Burial and Cremation Act 2019
Dog Control Act 2000
Local Government Act 1993
Local Government (Savings and Transitional) Act 1993
Ockerby Gardens Helipad Act 1999

MINISTER FOR PARKS

Brickmakers Point Landslip Act 2021

Appendix C: Recipients of Grants and Government Contributions

Covid-19 Response and Recovery Measures Grants - Recipients

Organisation	\$	Purpose
Colony 47	210,000	To continue delivery of the SE@RCH South East Regional Employment Hub until 30 June 2021 - Instalment 1
Colony 47	150,000	To continue delivery of the South East Regional Employment Hub until 30 June 2021 - Instalment 1
Colony 47	105,000	To continue delivery of the South East Regional Employment Hub until 30 June 2021 - Instalment 2
Glenorchy City Council	353,000	To deliver the Glenorchy Jobs Hub until 30 June 2022 - Instalment 1
Glenorchy City Council	231,000	To commence Phase One of the Glenorchy Jobs Hub - Instalment 1
Glenorchy City Council	66,000	To commence Phase One of the Glenorchy Jobs Hub - Instalment 2
Glenorchy City Council	33,000	To commence Phase One of the Glenorchy Jobs Hub - Instalment 3 (Final)
Hamlet Inc	235,000	To continue delivery of the Hamlet Employability Program until 31 December 2022 - Instalment 1
South East Region Development Association	245,000	To continue the co-ordination of workforce engagement and development activities in the local government areas that form the South East Region Development Association Incorporated (SERDA) - Instalment 1
Unions Tasmania	40,000	To assist with the continuation of the Worker Helpline until 30 June 2021
Workskills Incorporated	220,000	To continue delivery of the Troublesmiths Program until 31 December 2022 - Instalment 1
TOTAL	1,888,000	

Tasmanian Climate Change Office Grants - Recipients

Organisation	\$	Purpose
Bennett's Petroleum Supplies Pty Ltd	3,500	Towards electric vehicle charging station under the ChargeSmart program - Instalment 3 (Final)
City of Hobart	40,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 2
City of Hobart	5,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 3 (Final)
Cradle Coast Authority	14,400	To assist with a climate change project titled 'Online Property Management Planning (PMP) Climate change module' - Instalment 1
CSIRO	45,000	To assist with a climate change project titled 'lutruwita Aboriginal Shell Practice and Ocean Change' - Instalment 1
DairyTas Board Inc	45,000	To assist with a climate change project titled 'Strategies to reduce the carbon footprint of Tasmanian dairy farms' - Instalment 1
Department of Primary Industries, Parks, Water and Environment	44,918	To assist with a climate change project titled 'Incorporating Downscaled Climate Projections for Enterprise Suitability and Versatility Maps in 2030 and 2050' - Instalment 1
Derwent Catchment Project Inc	44,928	To assist with a climate change project titled 'Biosecurity preparedness in a changing climate: regional planning for the Derwent Catchment' - Instalment 1
Devonport City Council	40,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 2
Devonport City Council	5,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 3 (Final)
Electric Highway Tasmania Pty Ltd	20,000	Towards electric vehicle charging station under the ChargeSmart program, Swansea, St Helens, Burnie, Derwent Bridge and Queenstown - Instalment 3 (Final)

Organisation	\$	Purpose
Evie Networks	33,600	Towards electric vehicle charging station under the ChargeSmart program, Elizabeth Town - Instalment 2
Evie Networks	5,000	Towards electric vehicle charging station under the ChargeSmart program, Campbell Town - Instalment 3 (Final)
Greening Australia	40,000	To assist with the 'Youth Climate Leaders Program' - Instalment 1
Huon Valley Council	40,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 2
Huon Valley Council	5,000	Towards electric vehicle charging station under the ChargeSmart program - Instalment 3 (Final)
Metro Tasmania Pty Ltd	90,909	To assist with the provision of the 'Development of a Zero Emissions Bus Roadmap'
Port Arthur Historic Site Management Authority	36,000	To assist with a climate change project titled 'Radcliffe Creek - Understanding complex climate change impacts on complex cultural heritage site' - Instalment 1
Tourism Council of Tasmania Limited	45,000	To assist with a climate change project titled 'Tasmania's future as a carbon neutral visitor destination' - Instalment 1
University of Melbourne	45,000	To assist with a climate change project titled 'Trees on farms: a tool for decision making' - Instalment 1
University of Tasmania	44,991	To assist with a climate change project titled 'Active Travel' - Instalment 1
University of Tasmania	44,976	To assist with a climate change project titled 'Assessment and communication risks to Tasmanian aquaculture and fisheries from marine heatwaves' - Instalment 1
University of Tasmania	44,770	To assist with a climate change project titled 'A fire regime model for planned burning and ecological management in a changing climate' - Instalment 1
University of Tasmania	44,770	To assist with a climate change project titled 'Evaluation of the susceptibility of Tasmania's agricultural sector to insect pest species under a changing climate' - Instalment 1
University of Tasmania	44,575	To assist with a climate change project titled 'Understanding the economic burden of climate-related extreme events: A framework to support future planning and decision making in the health care sector' - Instalment 1
University of Tasmania	43,483	To assist with a climate change project titled 'Assessing multidecadal climate-driven shifts for Tasmanian marine species' - Instalment 1
University of Tasmania	43,475	To assist with a climate change project titled 'Developing climate adaptation models to guide climate-resilient forest revegetation' - Instalment 1
University of Tasmania	40,979	To assist with a climate change project titled 'Mapping warming reefs for management strategy evaluation' - Instalment 1
University of Tasmania Launceston	15,000	Contribution to the University of Tasmania's Federating Climate Data Project.
TOTAL	1,015,272	

Strategy and Engagement Grants - Recipients

Organisation	\$	Purpose
Community Transport Services Tasmania	42,000	To continue delivery of the South East Area Connect program until 30 June 2022 - Instalment 1
Community Transport Services Tasmania	30,000	To continue delivery of the South East Area Connect program until 30 June 2021 - Instalment 1
Community Transport Services Tasmania	21,000	To continue delivery of the South East Area Connect program until 30 June 2021 - Instalment 2
George Town Council	479,500	To assist with the George Town Future Impact Strategy project - Instalment 1
George Town Council	168,000	To implement the Renew George Town project - Instalment 1
George Town Council	52,500	To implement the Digital Warriors project - Instalment 1
Hamlet Inc	77,000	To continue delivery to the Hamlet Employability Program until 30 June 2021 - Instalment 1
South East Region Development Association	20,000	To work with other stakeholders in South East Region Jobs Hub to develop shared branding for the workforce engagement and development - Instalment 1

Organisation	\$	Purpose
Workskills Incorporated	52,500	To continue delivery to the Troublesmiths Program until 30 June 2021 - Instalment 1
Workskills Incorporated	22,500	To continue delivery of the Troublesmiths Program until 31 December 2022 - Instalment 1
TOTAL	965,000	

Recreational Fishing and Camping Facilities Grants - Recipients

Organisation	\$	Purpose
Burnie City Council	50,000	Construct toilet and change room facilities and upgraded parking arrangements at South Burnie beach, including the separation of vehicular and pedestrian/cycling traffic
Central Coast Council	70,000	Addition of public showers to toilet block near camping facilities at Sulphur Creek, Penguin and Turners beach. Install a new fish cleaning station at the West Ulverstone boat ramp
Central Highlands Council	72,628	Construct a new toilet block at Bethune Park/Lake Meadowbank camping area.
Clarence City Council	27,500	Construct a kayak launch facility at Bayview Park, including new padded kayak racks, new beach shower and foot wash, and improvements to beach access
Devonport City Council	39,000	Install an RV dump point and pull off bay at Horsehead Creek campground and boat ramp
Dorset Council	72,628	Construct a new amenities block for visitors and campground users for the Blue Derby Trail Network
George Town Council	72,628	Construct a new toilet and change room facilities at Bellingham
Kentish Council	38,000	Replace public barbecue facilities and new lighting at Lake Barrington Park and campground
Latrobe Council	37,500	Construct two sealed carpark areas either side of Shale Road, adjacent to the Mersey River
Launceston City Council	50,500	Improvements to Myrtle Park recreation ground and Lilydale Falls Reserve, including a UV treatment system for the amenities block water supply, new fire pits, improved signage and access control
Northern Midlands Council	72,628	Replace shower and toilet at the Lake Leake campground
Sorell Council	72,628	Construct a new toilet and wastewater treatment and disposal system at the Lewisham/Gwynns Point boat ramp
Waratah Wynyard Council	53,284	Install an RV dump point at Yolla Recreation ground. Construct a public camping site at Myalla Recreation Reserve, including hardstand area, signage, communal amenities and barbecue. New solar lights at four boat ramps across the Waratah-Wynyard council area
West Coast Council	72,628	Replace toilet block at the Lake Burbury campground and at the Tullah/Lake Rosebery boat ramp and camping area
TOTAL	801,552	

Premier's Discretionary Fund - Recipients

Organisation	\$	Purpose
7SD/LAFM Launceston	1,100	Towards costs of Flinders Island Tourism program.
A Day on The Beach Inc	250	Towards costs of the 2022 Australia Day event.
Australian Italian Culture and Community Centre	2,100	Towards costs of a defibrillator.
Australian Italian Culture and Community Centre	2,100	Towards costs of program accreditation.
Avoca Museum and Information Centre	1,000	Towards costs of sound system lectern IT equipment.
Bagdad Community Centre	500	Towards costs of Covid-19 preparedness.
Barker, Samuel	150	Towards costs of futsal referee and goalie shirts.
Basketball Tasmania Incorporated	1,000	Towards costs of interstate travel for the team.

Organisation	\$	Purpose
Beaconsfield Men's Shed	998	Towards costs of two electric heaters.
Bowen Road Primary School	2,000	Towards costs of publishing a yearbook.
Bridgewater Fire Brigade	1,700	Towards costs of purchasing backpacks for volunteers.
Browning, Tate	175	Towards costs of interstate travel.
Bruny Island Men's Shed	3,000	Towards costs of staging an Easter carnival and wood chopping event.
Bruny Island Men's Shed	1,666	Towards costs of upgrading car parking area.
Buckingham Bowls Club Inc	2,000	Towards costs of dining chairs.
Burnie Coastal Art Group Inc	2,500	Towards costs of a heat pump.
Burnie Cycling Club Inc	2,500	Towards costs of loaner track bike and a junior bike.
Burnie Softball Association	1,200	Towards costs of a shelter for scorers.
Cannell, Mary	175	Towards costs of interstate travel.
Chigwell House	1,717	Towards costs of a barbecue umbrella and pergola.
Child Health Association Tasmania	7,908	Towards costs of repairs to the Well Fed food van.
Clarence City Council	3,137	Towards costs of ChangeFest on the Road event.
Council on the Ageing (Tasmania) Inc	2,500	Towards costs of a Street Art project.
Cygnnet RSL Sub Branch Inc	1,741	Towards costs of a portable marquee.
Cygnnet RSL Sub Branch Inc	980	Towards costs of foyer renovations.
Dementia Friendly Tasmania Inc	2,052	Towards costs of a computer, software and printer.
Derwent Valley Men's Shed	2,000	Towards costs of a wood heater.
Diabetes Tasmania	1,000	Towards costs of Pollie Pedal 21 event.
Dodges Ferry Volunteer Ambulance	2,461	Towards costs of a coffee machine.
Dorset Community Association Inc	699	Towards costs of a washing machine.
Dorset Community House	1,000	Towards costs of firewood for the community in need.
Edge Radio	1,000	Towards costs of Youth Radio station volunteer arts Fundraiser.
Evandale Panthers Cricket Club	5,000	Towards costs of new team uniforms.
Events Northern Midlands Association Inc	1,000	Towards costs of Veranda Music Festival event.
Floating Sauna Lake Derby	2,095	Towards costs of a mobile defibrillator.
Foster and Kinship Carers Association of Tasmania	5,000	Towards costs of Christmas presents for children in care.
Free2be Girls	500	Towards costs of fuel fund for volunteers.
George Town Neighborhood House	500	Towards costs of New Year's Eve fireworks.
Glenorchy University of the Third Age	3,000	Towards costs of student home learning packs and room hire.
Gravel and Mud	2,500	Towards costs of book launch events.
Greens Beach Golf Club Inc	7,000	Towards costs of developing a business case.
Greig, Annie	10,000	Towards costs of digital archiving.
Hobart Flower Room	1,000	Towards costs of a computer.
Hope, Anthony	2,000	Towards costs of publishing a book.
Huonville Bowls and Community Club	1,500	Towards costs of sign writing on the clubs building.
Howrah Men's Shed Incorporated	5,790	Towards costs of a Milling machine.
Howrah Men's Shed Incorporated	500	Towards costs of a solar panel system.
Howrah School for Seniors	699	Towards costs of a video projector.
Huon Valley PCYC	898	Towards costs of installing a security system camera.
Impression Bay Community Development Association	1,393	Towards costs of wicking garden beds.
Jordan, Aydan	100	Towards costs of purchasing equipment.
Kempton Primary School	1,795	Towards costs of installing a flagpole.
King Island Council	2,800	Towards costs of an artwork.
Kingborough Community Missions	3,000	Towards costs of the Food Aid Relief program.
Kingston Tennis Club	873	Towards costs of a dishwasher.

Organisation	\$	Purpose
Lachlan Fire Brigade	1,700	Towards costs of mobile booster antenna and installation.
Lady Clark Centre	1,995	Towards costs of a defibrillator.
L'Arche Hobart (Ben Abbes Community Inc)	5,000	Towards costs of publishing a commemorative book.
Longford Thoroughbred Trainers	800	Towards costs of an outdoor picnic table and shelving.
Military Rehabilitation and Compensation	399	Towards costs of a multi-page scanner printer.
Moorina Golf Club	2,250	Towards installation and cost of a defibrillator.
Multicultural Women's Council of Tasmania	500	Towards costs of an International Women's day event.
New Norfolk Rowing Club Inc	3,000	Towards costs of clubroom fit out.
New Town Cricket Club	250	Towards costs of a Breast Cancer fundraiser event.
Northern Tasmanian Croquet Centre Inc	980	Towards costs of two sets of croquet balls.
Norwood Community Playgroup	1,000	Towards costs of rental and cleaning equipment.
Penguin Bowls Club	2,500	Towards costs of hosting bowls tournament.
Railton Bowls Club	1,599	Towards costs of purchasing a double oven.
Railton Neighbourhood Centre	1,200	Towards costs of replacing wire frames and plants for the Topiary garden.
Railton Topiary Project	800	Towards costs of wire frames and plants.
Reconciliation Council of Tasmania	5,000	Towards costs of the Mannalargenna Day event.
Reconciliation Council of Tasmania	5,000	Towards costs of the Ballawinne Festival.
River Café Beauty Point	2,600	Towards costs of a defibrillator.
Rosny College	400	Towards costs of the BA Hortle award.
Royal Hobart Regatta Association Inc	9,756	Towards costs of Covid safe perimeter fencing.
Royal Hobart Regatta Association Inc	4,500	Towards costs of hiring a river barge for fireworks display.
Santos Science Experiment	380	Towards costs of a student participation in a STEM program.
South Arm Peninsula Shed Inc	2,000	Towards costs of constructing a shed.
South East United FC Inc	1,870	Towards costs of a Veo sports camera.
South East United FC Inc	1,727	Towards costs of a sports camera subscription and tripod.
South East United FC Inc	250	Towards costs of hiring a bus for team travel.
South Launceston Cricket Club	300	Towards costs of hand sanitiser.
Spring Bay Volunteer Marine Rescue	1,000	Towards costs of a laptop and printer.
St Giles Society	1,000	Towards costs of a fundraising walk.
St Helens Marine Rescue Association Inc	1,000	Towards costs of an AIS antenna system.
St Helens Neighbourhood House	1,000	Towards costs of running a triathlon and equipment hire.
St Johns Park Bowls Club	2,725	Towards costs of a cash register.
Tamar Taxi	4,790	Towards costs of two HSI defibrillators.
Taroona High School SRC Scholarship	250	Towards sponsorship of a student in SRC program.
Tasmanian Craft Fair	10,000	Towards costs of Tasmanian Craft Fair 2020.
Tasmanian Mountain Cattlemen's Association	2,000	Towards events running costs.
Tasmanian Rare Breeds Poultry Club	3,300	Towards costs of editing and printing book.
The Bloody Unknown	500	Towards costs of publishing a not-for-profit book.
Tys, Isabella	50	Towards costs of participating in Youth Leadership Challenge.
Ulverstone Men's Shed	1,364	Towards costs of a drum sander.
Vietnam Veterans Association of Australia	1,000	Towards costs of 40th anniversary event.
Wilmot Cricket Club	3,000	Towards costs of gas hot water system.
Wilmot Tourist and Progress Association	1,900	Towards costs of replacing an outdoor art installation.
Women in Tourism and Hospitality Tasmania	1,800	Towards costs of audio-visual equipment hire and catering costs.
Wynyard Agricultural and Pastoral Society	6,000	Towards costs of power infrastructure works.

Organisation	\$	Purpose
Zonta Club of Hobart Inc	500	Towards costs of a computer.
TOTAL	214,187	

Covid-19 Indian Outbreak Donation

Organisation	\$	Purpose
ActionAid Australia	200,000	Donation to provide on the ground support to India during the COVID-19 outbreak.
TOTAL	200,000	

Premier's Scholarship Fund - Recipient

Organisation	\$	Purpose
University of Tasmania	120,000	Towards the Premier's Education Inspiration Scholarship which supports students in regional Tasmania at risk of leaving the education system to complete Years 11 and 12 and undergraduate university studies - Instalment 4 (Final).
TOTAL	120,000	

Bushfire Recovery Grants - Recipients

Organisation	\$	Purpose
Glover, Irene	5,000	To repair and restore fences damaged in the 2018-19 Bushfires.
Scripture Union of Tasmania	10,000	To provide additional hours of chaplaincy support as part of the Dunalley Chaplaincy Programme delivered within the Dunalley Primary School.
TOTAL	15,000	

Australia Day Grants – recipients

Organisation	\$	Purpose
Reconciliation Council of Tasmania Limited	14,000	To provide funding to assist with events that acknowledge the history and culture of Tasmania's Aboriginal People around Australia Day. Event partners being Turrakana Tiringana Festival, Parradarrama Pungenna Aboriginal Corporation, Aboriginal Health Service, Central Coast Council, Trowunna Aboriginal Cultural Service and Northern Midlands Council.
TOTAL	14,000	

Other Grants, Subsidies, Donations and Contributions - Recipient

Organisation	\$	Purpose
Department of Primary Industries, Parks, Water and Environment	2,500	To provide funding to assist with events that acknowledge the history and culture of Tasmania's Aboriginal People around Australia Day. Event partners being Turrakana Tiringana Festival, Parradarrama Pungenna Aboriginal Corporation, Aboriginal Health Service, Central Coast Council, Trowunna Aboriginal Cultural Service and Northern Midlands Council.
TOTAL	2,500	

Note - Appendix C: This list represents all Grants paid by the Department of Premier and Cabinet and does not take into account any accrual adjustments or returned Grants. Therefore, balances may vary from the total of Grant Expenditure stated within the Financial Statements.

Appendix D: Right to Information (RTI) Statistics

NUMBER OF APPLICATIONS

	2019–20	2020–21
1 Number of applications for assessed disclosure received	22	28
2 Number of applications for assessed disclosure transferred or part transferred to another public authority	2 full transfers 2 part transfers	5 full transfers 1 part transfer
3 Number of applications for assessed disclosure accepted	17	27
4 Number of applications withdrawn by the applicant	1	0
5 Number of applications refused (sections 6, 9, 10, 11, 12, 17, 19 or 20)	2	1
6 Number of applications for assessed disclosure determined	19 ¹	28 ²

¹ Of the 19 applications determined by DPAC, three were received in 2018–19

² Of the 28 applications determined by DPAC, two were received in 2019–20.

Note that methodology for 2020–21 is aligned to RTI Statistics reporting to Department of Justice.

OUTCOME OF APPLICATIONS

	2019–20	2020–21
1 Number of determinations where the information applied for was provided in full	8	14
2 Number of determinations where the information applied for was provided in part with the balance refused or claimed as exempt	7	6
3 Number of determinations where all the information applied for was refused or claimed as exempt	2	1
4 Number of applications where the information applied for was not in the possession of the public authority or Minister	2	6
5 Number of applications where the information was not released as it was subject to an external party review under section 44	0	0

REASONS FOR REFUSAL

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

	2019–20	2020–21
s.5, Refusal where information requested was not within the scope of the Act	1	0
s.11, Refusal where information available at Archives Office		
s.17 Deferred		
s.9, Refusal where information is otherwise available or will become otherwise available in the	0	0
s.12 next 12 months		
s.10, Refusal of certain electronic information	2	1
s.19 Refusal where resources of public authority unreasonably diverted		
s.20 Refusal where application repeated, vexatious; or lacking in definition after negotiation	0	0

EXEMPTIONS

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

	2019–20	2020–21
s.25 Executive Council information	1	0
s.26 Cabinet information	2	1
s.27 Internal briefing information of a Minister	0	3
s.28 Information not relating to official business	0	0
s.29 Information affecting national or State security, defence or international relations	0	0
s.30 Information relating to the enforcement of the law	1	2

	2019–20	2020–21
s.31 Legal professional privilege	0	4
s.32 Information relating to closed meetings of council	0	0
s.34 Information communicated by other jurisdictions	0	0
s.35 Internal deliberative information	4	6
s.36 Personal information of a person other than the applicant	7	5
s.37 Information relating to the business affairs of a third party	0	0
s.38 Information relating to the business affairs of a public authority	0	0
s.39 Information obtained in confidence	0	1
s.40 Information on procedures and criteria used in certain negotiations of public authority	1	0
s.41 Information likely to affect the State economy	0	0
s.42 Information likely to affect cultural, heritage and natural resources of the State	0	0

TIME TO MAKE DECISIONS

	2019–20	2020–21
Number of requests determined that took:		
1. 1 – 20 working days of the application being accepted	10	24
2. More than 20 working days of the application being accepted	9	4
Of the applications decided after 20 working days:		
2(a) More than 20 working days to decide that involved an extension negotiated under s.15(4)(a)	5	4
2(b) More than 20 working days to decide that involved an extension gained through an application to the Ombudsman under s.15(4)(b)	0	0
2(c) More than 20 working days to decide that involved consultation with a third party under s.15(5)	5 ³	1 ⁴

³ Of the five applications in 2019–20 involving third party consultation one also involved an extension negotiated under s. 15(4)(a).

⁴ The application involving third party consultation in 2020–21 also involved an extension negotiated under s.15(4)(a)

REVIEWS

Internal Reviews

	2019–20	2020–21
Number of internal reviews were requested in this financial year	1 ⁵	1
Number of internal reviews were determined in this financial year	0	2
Number where the original decision upheld in full	0	1
Number where the original decision upheld in part	0	1
Number where the original decision reversed in full	0	0
Number resolved by other means	0	0

⁵ The request for internal review was received in 2019–20 but determined in 2020–21.

External Reviews (reviews by the Ombudsman)

	2019–20	2020–21
Number of external reviews were requested in this financial year	0	1
Number of external reviews were determined in this financial year	0	0
Number where the original decision upheld in full	0	0
Number where the original decision upheld in part	0	0
Number where the original decision reversed in full	0	0
Number resolved by other means	0	0

Appendix E: Publications and websites

DEPARTMENTAL PUBLICATIONS

The following publications were produced by the various operating units of the Department of Premier and Cabinet during 2020–21 and are available from the DPAC website: www.dpac.tas.gov.au.

Or by contacting:

People, Performance and Governance
15 Murray Street
Hobart Tasmania 7000
Telephone: (03) 6270 5667
Email: communications@dpac.tas.gov.au

Title	Business Unit	Date
<i>Long Service Recognition Gift Catalogue</i>	Strategic Projects and Programs	July 2020
<i>Service Tasmania Strategic Plan 2020–25</i>	Service Tasmania	November 2020
<i>Climate Action 21 Report Card 2020</i>	Tasmanian Climate Change Office	March 2021
<i>Discussion Paper - Tasmanian Child and Youth Wellbeing Strategy 0–25</i>	Policy Branch	January 2021
<i>Consultation Report June 2021 - Tasmanian Child and Youth Wellbeing Strategy 0–25</i>	Policy Branch	June 2021
<i>COVID-19 Vaccination Roll-out Advice to Tasmanian State Service Employees</i>	State Service Management Office	February 2021
<i>COVID-19 Vaccination Roll-out – Tasmanian State Service FAQ</i>	State Service Management Office	February 2021
<i>COVID-19 Check-in Tas App – Policy and FAQ</i>	State Service Management Office	June 2021
<i>Department of Premier and Cabinet - Routine Disclosures</i>	Ministerial and Executive Services	October 2020
<i>Department of Premier and Cabinet - Routine Disclosures</i>	Ministerial and Executive Services	April 2021
<i>Department of Premier and Cabinet Annual Report 2019–20</i>	Strategic Projects and Programs	October 2020
<i>Draft amended Dog Control Regulations</i>	Office of Local Government	September 2020
<i>Draft Dog Control Regulations 2020 - information sheet</i>	Office of Local Government	September 2020
<i>Government Member Handbook</i>	Ministerial and Executive Services	March 2021
<i>Guidelines On The Caretaker Conventions And The Operations Of Government During The Caretaker Period</i>	Ministerial and Executive Services	May 2021
<i>LGDATA rates Snapshot 2018-19</i>	Office of Local Government	November 2020
<i>Local Government Review Newsletter - Issue 12</i>	Office of Local Government	August 2020
<i>Ministerial and Parliamentary Support – Routine Disclosure</i>	Ministerial and Executive Services	October 2020
<i>Ministerial and Parliamentary Support – Routine Disclosure</i>	Ministerial and Executive Services	April 2021
<i>Code of Conduct for Ministers</i>	Ministerial and Executive Services	May 2021
<i>Public Interest Disclosures - Procedures</i>	Ministerial and Executive Services	February 2021
<i>Review of Tasmania's Local Government Legislation Framework - the Journey so far</i>	Office of Local Government	December 2020
<i>Right To Information – Information Released Under Assessed Disclosures – DPAC and Premier and Portfolio Ministers</i>	Ministerial and Executive Services	July 2020– June 2021
<i>Senior Next of Kin - Information Sheet</i>	Office of Local Government	May 2021
<i>State Servant Suspensions – Child Sexual Abuse Allegations</i>	Ministerial and Executive Services	March – June 2021
<i>Tasmanian Cemeteries Register</i>	Office of Local Government	May 2021
<i>Tasmanian Climate Change Office Newsletter</i>	Tasmanian Climate Change Office	February 2021
<i>Tasmanian Greenhouse Gas Emissions Report 2020</i>	Tasmanian Climate Change Office	March 2021
<i>Tasmanian Greenhouse Gas Emissions Report 2021</i>	Tasmanian Climate Change Office	June 2021
<i>Tasmania's Climate Change Action Plan - Opportunities Paper 2021</i>	Tasmanian Climate Change Office	March 2021

WEBSITES

The following websites including three intranet sites were hosted or maintained by DPAC during 2020–21:

Website Name	URL	As of 30 June 2021
eGovernment	www.egovernment.tas.gov.au	Decommissioned
Tasmanian Government Communications	www.communications.tas.gov.au	
DPAC public site	www.dpac.tas.gov.au	
Premier's site	www.premier.tas.gov.au	
Tasmanian Concessions Guide	www.concessions.tas.gov.au	Migrated to Communities Tasmania
Jobs: Careers with the Tasmanian Government	www.jobs.tas.gov.au	
Emerging Community Leaders	www.emergingcommunityleaders.org	Migrated to Communities Tasmania
TMD public site	www.tmd.tas.gov.au	Decommissioned
TasALERT	www.alert.tas.gov.au	
Tasmanian Government Legislation	www.thelaw.tas.gov.au	
Centenary of ANZAC	www.centenaryofanzac.tas.gov.au	Migrated to Communities Tasmania
Tasmanian Climate Change Office	www.climatechange.tas.gov.au	
Women in Tasmania	www.women.tas.gov.au	Migrated to Communities Tasmania
Companion Card	www.companioncard.dpac.tas.gov.au	Migrated to Communities Tasmania
Silverdome	www.silverdome.com.au	Migrated to Communities Tasmania
Get Moving Tasmania	www.getmoving.tas.gov.au	Migrated to Communities Tasmania
Multicultural Access Point	www.multicultural.tas.gov.au	Migrated to Communities Tasmania
Tasmanian Institute of Sport	www.tis.tas.gov.au	Migrated to Communities Tasmania
Service Tasmania		
Affordable Housing Initiatives	www.housing.tas.gov.au	Decommissioned
Strong Families, Safe Kids	www.strongfamiliesafekids.tas.gov.au	Migrated to Communities Tasmania
Department of Communities Tasmania	www.communities.tas.gov.au	Migrated to Communities Tasmania
Tasmanian Government Radio Network	www.tasgrn.tas.gov.au	
Brand Tasmania Corporate site	www.brandtasmania.com.au	
Brand Tasmania Campaign site	www.tasmania.com.au	
Our Digital Future	www.digital.tas.gov.au	
Coronavirus information	www.coronavirus.tas.gov.au	
Tas.gov.au	www.tas.gov.au	
Department of Premier and Cabinet intranet	-	
Department of Communities Tasmania Intranet	-	Migrated to Communities Tasmania
Ministerial Intranet	-	
Tasmanian Government Media Distribution Service		Decommissioned

Appendix F: Procurement Statistics

DPAC ensures that its procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions relating to procurement 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.

Details of procurement activities undertaken by DPAC in 2020–21 and awarded contracts with a value of \$50,000 or over (excluding GST) are contained in the following tables:

- **Table 1** provides a summary of the level of participation by local businesses in all contracts and procurement processes with a value of \$50,000 or over (excluding GST).
- **Tables 2 and 3** provide detailed information on all contracts with a value of \$50,000 or over (excluding GST), listing consultancy contracts separately.
- **Table 4** provides a summary of exemptions to disaggregate approved by the Secretary in accordance with Treasurer's Instruction PF-2.
- **Table 5** provides a summary of direct / limited engagements approved by the Secretary.

Approved direct / limited sourcing

Treasurer's Instruction PP-2 provides that a Head of Agency may approve direct / limited sourcing from contractors in certain circumstances. Contracts awarded in accordance with these provisions in 2020–21 are shown in Table 5.

Approved contract extensions

Treasurer's Instruction PP-6 provides that a Head of Agency may approve the extension of a contract for a period of no longer than one year in exceptional circumstances and despite there being no specific provision within the contract providing for such an extension. No approvals were granted in accordance with these provisions in 2020–21.

Procurement from businesses that provide employment to persons with disabilities

Treasurer's Instruction 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 2020–21.

Confidentiality in Government Contracts

Treasurer's Instruction C-1: Disclosure and Confidentiality in Government Contracting requires that the Head of Agency approve any confidentiality provisions to be contained in contracts prior to them being executed. No contracts included confidentiality provisions in 2020–21.

Table 1: Summary of participation by local businesses

Contracts, tenders and / or quotation processes of \$50,000 or over (ex GST)	2020–21
Total number of contracts awarded	22
Total number of contracts awarded to Tasmanian businesses	15
Total value of contracts awarded (including options to extend)	\$2,373,092
Total value of contracts awarded to Tasmanian businesses (including options to extend)	\$1,372,193
Total number of tenders called and written quotation processes undertaken	5
Total number of bids and/or written quotations received	17
Total number of bids and/or written quotations received from Tasmanian businesses	12

Table 2: Contracts awarded in 2020–21 with a value of \$50,000 or over (exc GST) (excluding consultancy contracts)

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
Maura Holdings Pty Ltd T/A Golden Electronics	Hobart, Tasmania	Supply of call centre services	3/7/2020 - 2/7/2024	106,100
Mondo Power Pty Ltd	Southbank, Victoria (but has Tasmanian presence)	Client update service (CUS) - Provision of hosting, application support and development services	1/03/2020 - 29/02/2024	208,710

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
PageUp People Pty Ltd	Melbourne, Victoria	eRecruitment Software as a Service	1/10/2020 - 30/9/2025	340,023
Searson Buck	Hobart, Tasmania	Recruitment services for Covid-19 call centre staff	31/5/2021 – 13/6/2021	64,128
UCI Australia Pty Ltd	Hobart, Tasmania	Supply and installation of workstations	2/09/2020	116,815
Uniform City	Hobart, Tasmania	Uniforms for Ministerial Drivers and Government Courier Service	1/10/2020 - 30/9/2023	83,959
Tascon Constructions Pty Ltd	Hobart, Tasmania	Building and construction minor works - demolition works and installation of power and data for workstations	2/10/2020 - 12/10/2020	50,840
JDS Australia Pty Ltd	Melbourne, Victoria	Atlassian cloud migration	20/5/2021 - 19/5/2022	55,425
Information Pty Ltd	Melbourne, Victoria	Encompass enterprise compliance technology pilot	1/6/2021 - 30/5/2021	66,720
Technology One	Fortitude Valley, QLD	Technology One SaaS	30/9/2020 - 30/6/2026	252,955

Table 3: Consultancy contracts awarded in 2020–21 with a value of \$50,000 or over (exc GST)

Consultant	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
Point Advisory Pty. Ltd.	Melbourne, Victoria	Updating Tasmania's Emissions Pathway Review 2020	8/12/2020- 30/6/2021	99,815
Point Advisory Pty. Ltd.	Melbourne, Victoria	Delivery of detailed economic analysis of potential emissions reduction targets for Tasmania	20/4/2021- 30/6/2021	99,560
University of Tasmania	Hobart, Tasmania	2018-19 Bushfire Evaluation Research Project	18/3/2021- 28/2/2022	89,882
KPMG	Hobart, Tasmania	Research and analysis of Shared Services to support the State Service Review	15/3/2021- 31/3/2021	65,000
Edge Legal Holdings Pty Ltd	Hobart, Tasmania	Research and analysis of Employment Framework Consultancy to support the State Service Review	15/3/2021- 31/3/2021	62,500
KPMG	Hobart, Tasmania	Research and analysis of Service Delivery & Digitalisation to support the State Service Review	15/3/2021- 31/3/2021	65,000
Deloitte Risk Advisory	Hobart, Tasmania	Cybersecurity threat and risk assessment	9/7/2020- 8/1/2021	90,660
EUIT	Hobart, Tasmania	Telephony Transformation Project - Consultation and Requirements	1/6/2021- 30/09/2021	96,500
Technology One	Fortitude Valley, QLD	Consultancy Services - Application Management Services	1/5/2021- 30/4/2022	86,400
University of Tasmania*	Hobart, Tasmania	Voluntary assisted dying review panel	21/12/2020- 17/2/2021	110,000
Jacobs (Australia) Pty Ltd	Hobart, Tasmania	Review of Climate Change (State Action) Act	21/12/2020- 30/06/2021	99,999
Johnstone McGee & Gandy Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Hobart, Tasmania	Provision of annual statutory maintenance service	14/5/2021- 30/6/2030	62,100

Table 4: Exemptions to disaggregate approved in 2020–21

Contractor description	Date of approval
Service Tasmanian cash management services	22/01/2021
eRecruitment Software as a Service	19/04/2021

Table 5: Direct / limited sourcing engagements with contracts executed in 2020–21

Contractor	Description	Date of approval
Technology One	GITC Technology One SaaS	25/09/2020
PageUp People Pty Ltd	eRecruitment Software as a Service	15/10/2020

Contact Us

Ministerial and Executive Services

Telephone	(03) 6232 7230
Mailing address	Department of Premier and Cabinet GPO Box 123 HOBART TAS 7001
Email	secretary@dpac.tas.gov.au
Website	www.dpac.tas.gov.au

Office	Address	Telephone	Fax	Email
Cabinet Office and Executive Council Secretariat	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6270 5669		Cabinet-Office@dpac.tas.gov.au
Digital Strategy and Services	Ground Floor, Kirksway House 21 Kirksway Place Hobart TAS 7000	6166 3111	6233 7222	digital@dpac.tas.gov.au
Ministerial and Executive Services	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7230		Secretary.executive@dpac.tas.gov.au
Office of Local Government	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6232 7022		lgd@dpac.tas.gov.au
Office of Parliamentary Counsel	Level 4, Executive Building 15 Murray Street Hobart TAS 7000	6232 7270		OPC.Enquiries@dpac.tas.gov.au
Office of Security and Emergency Management	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7979		osem@dpac.tas.gov.au
Policy Branch	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7550		policy.admin@dpac.tas.gov.au
Service Tasmania	Ground Floor, 21 Kirksway Place, Battery Point TAS 7004	1300 135 513		servicetasadmin@servicetas.gov.au
State Service Management Office	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6232 7040		ssmo@dpac.tas.gov.au
Tasmanian Climate Change Office	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7173		climatechange@dpac.tas.gov.au
Tasmanian Government Courier – Hobart	Basement, Franklin Square Hobart TAS 7000	6232 7053	6173 0257	CouriersSouthDistributionList@dpac.tas.gov.au
Tasmanian Government Courier – Launceston	Ground Floor, 53 St John Street, Launceston TAS 7250	0457 704 829 or 0409 957 856	6173 0257	CouriersNorthDistributionList@dpac.tas.gov.au
Tasmanian Training Consortium	Level 5, 144 Macquarie Street Hobart TAS 7000	6232 7511	6233 6600	ttc@dpac.tas.gov.au





Tasmanian
Government

**Department of
Premier and Cabinet**

GPO Box 123
Hobart TAS 7001

Call 1300 135 513
International +61 1300 135 513

www.dpac.tas.gov.au

