

Department of Premier and Cabinet
Annual Report
2024-25

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

Department of Premier and Cabinet

GPO Box 123

HOBART TAS 7001

+61 6232 7230

secretary.executive@dpac.tas.gov.au

www.dpac.tas.gov.au

ISSN 1448 9023 (print)

ISSN 1448 9031 (online)

Acknowledgement of Aboriginal People and Country

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

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

Statement of Commitment to Child and Youth Safety

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

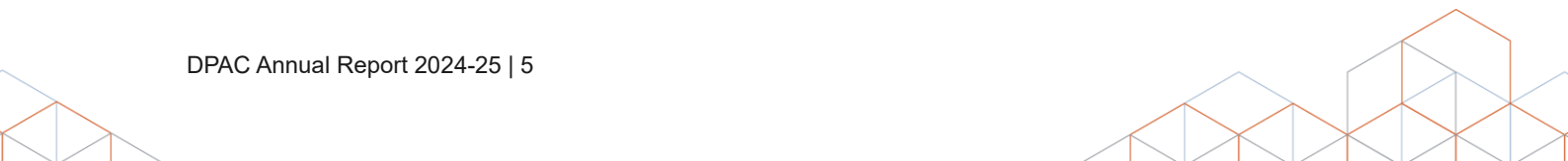
At the Department of Premier and Cabinet, we are accountable for upholding these rights. We embrace our responsibility to guide and achieve positive change across the Tasmanian State Service. We will work as one to put the rights and wellbeing of children and young people at the centre of what we do.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

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

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

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Submission to the Premier and Ministers

(as at 30 June 2025)



Hon Jeremy Rockliff MP
Premier



Hon Roger Jaensch MP
Minister for Children and Youth
Minister for Community Services



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



Hon Madeleine Ogilvie MP
Minister for Innovation, Science,
and the Digital Economy
Minister for the Environment



Hon Kerry Vincent MLC
Minister for Local Government



Hon Jacquie Petrusma MP
Minister for Aboriginal Affairs
Minister for Veterans' Affairs

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 2025.

Yours sincerely



Kathrine Morgan-Wicks

Secretary

Department of Premier and Cabinet

6 October 2025

Message from the Secretary

I am pleased to present the Department of Premier and Cabinet (DPAC) Annual Report for 2024–25.

This year has been one of significant achievement and reform, reflecting the dedication of our staff and the department's evolving role in ensuring the safety and wellbeing of our children, strengthening our department's capacity to deliver on government commitments and providing quality services directly to the Tasmanian community.

The release of the Change for Children Strategy: Tasmania's 10 Year Strategy represents a landmark commitment to uphold the rights of children by preventing, identifying, and responding to child sexual abuse across government and community settings. Our department has led the reform agenda, which has included the delivery of the recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings, the expanded Tell Someone community awareness program, the establishment of the Child Sexual Abuse Victim-Survivor Advisory Group, and the ongoing implementation of the Youth Justice Reform Taskforce Action Plan. These initiatives embody our commitment to implement change, build knowledge and awareness and make Tasmania a safer place for all children and young people, reflecting the voices and experiences of those who have suffered abuse.

In addition, we have seen important progress in family and sexual violence prevention, supported by the Family and Sexual Violence Victim Survivor Advisory Council and through the co-contribution to the National Partnership on Family, Domestic and Sexual Violence. Together, these efforts strengthen the safety net for vulnerable Tasmanians and reinforce the government's resolve to foster safe and supportive communities.

Beyond these priorities, the department has continued to advance key initiatives across our broad range of portfolios. The launch of A Respectful, Age-Friendly Island: Older Tasmanians Action Plan 2025-2029 and Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 demonstrate our ongoing commitment to inclusion and respect for all Tasmanians. We have progressed the Gambling Support Program's community education campaigns, worked closely with Volunteering Tasmania on the State's first Volunteering Strategy, and continued to support the transition to longer-term funding arrangements for community service organisations.

During the year, DPAC has implemented governance improvements to ensure the department is contemporary, accountable and fit for purpose. Announced in June 2024, the DPAC Governance Review delivered a realigned organisational structure to improve engagement with the community and stakeholders, strengthened our policy and delivery capabilities, and provided responsive support to ministers, secretaries, and agencies. New governance committees have been established to promote accountability, transparency, and evidence-based decision-making, positioning DPAC to effectively lead and collaborate on delivering the government's agenda.

The Policy and Reform Group has been instrumental in advancing key government priorities, including supporting the Premier's leadership roles in the Council for the Australian Federation and progressing legislative and community reforms across Aboriginal Partnerships, Disability Services, Women's Policy, and Intergovernmental Affairs. Notably, the *Disability Rights, Inclusion and Safeguarding Act 2024* and the appointment of Tasmania's inaugural Disability Commissioner mark important milestones in safeguarding the rights of people with disability.

The newly established Premier's Implementation and Delivery Group played a key role in bringing agencies, state-owned business and external stakeholders together to support the delivery of the Macquarie Point Multipurpose Stadium and the broader Macquarie Point Urban Renewal. The department's role, as a central agency, was critical to allowing organisations with a disparate range of objectives to contribute to the development of project enabling legislation and an associated planning permit, and the assessment of the project through the Project of State Significance process. DPAC has led collaboration with other state government entities, the AFL, the Tasmanian Football Club, Cricket Tasmania, Cricket Australia, the Australian Government, local government and others to secure the future of Tasmania's AFL and AFLW teams. This group also continued to deliver valuable statewide reforms through the Office of Local Government.

Our Digital Strategy and Services branch has delivered strong results, resolving over 12,000 information and communication technology service requests and supporting critical infrastructure for Service Tasmania and government agencies statewide. The successful rollout of the myServiceTas digital portal has empowered over 130,000 Tasmanians with personalised access to government services, while ongoing cyber security initiatives, including the new Cyber Security Strategy 2024-2028, have enhanced resilience across the public sector. DPAC's leadership in national cyber security forums underscores Tasmania's role in strengthening national security efforts.

Service Tasmania continued to expand its services and evolve to meet community needs. Our 158 frontline staff handled over one million customer enquiries across the 27 service centres and the state-wide contact centre network, while continuing to achieve high satisfaction levels. Significant investments in service centres and expanded digital support ensure that Tasmanians can conveniently access essential government services wherever they live.

The Governance and Risk Group through Resilience and Recovery Tasmania has continued its vital role in supporting communities affected by natural disasters, managing significant recovery grants and projects, including the further development of the TasALERT app, which now has over 86,000 users. The department's work in strategic disaster resilience planning and protective security frameworks further strengthens Tasmania's preparedness and response capabilities.

In 2024-25, DPAC facilitated 16,878 grants to a total value of \$84.9 million. This included \$9.6 million in emergency payments across nearly 16,000 grants to Tasmanians impacted by the September 2024 severe weather event and \$156,000 related to the February 2025 North-West bushfires.

I wish to sincerely thank all DPAC staff for their professionalism, resilience and commitment throughout this period of change and reform. I also positively acknowledge our partners across government and community organisations for their ongoing collaboration and support.

I look forward to working alongside all of you in the coming year as we continue to deliver key priorities for the government and services that make a meaningful difference in the lives of Tasmanians.




Kathrine Morgan-Wicks

Secretary

Department of Premier and Cabinet

Key achievements

Government and parliamentary services




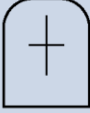
1

Delivered **fit-for-purpose office accommodation** for members of Parliament as part of the expansion to **35 seats**.

2

Handled **1 million+** Service Tasmania enquiries with **84 per cent** customer satisfaction.






3

Oversaw Australia's **largest single exhumation** and respectful reinterment of **1,973** remains.

4

Supported the delivery of the draft enabling legislation, report, permit and conditions for the **Macquarie Point Multipurpose Stadium**.




Description left to right: 1. Delivered fit-for-purpose office accommodation for members of Parliament as part of the expansion to 35 seats. 2. Handled 1 million+ Service Tasmania enquiries with 84 per cent customer satisfaction. 3. Oversaw Australia's largest single exhumation and respectful reinterment of 1,973 remains. 4. Supported the delivery of the draft enabling legislation, report, permit and conditions for the Macquarie Point Multipurpose Stadium.

Child safety


5

Published
Change for Children – Tasmania's 10-year child safety strategy.




6

Established
the Child Sexual Abuse Victim-Survivor Advisory Group.



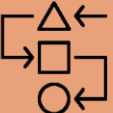
7

Implemented
Child and Youth Safe Standards, including mandatory training and policies.




8

Delivered the **Youth Justice Reform Taskforce Action Plan** 2024–25.




9

Established the Shared Capability and Centralised Investigations unit focusing on child sexual abuse in the Ashley Youth Detention Centre.



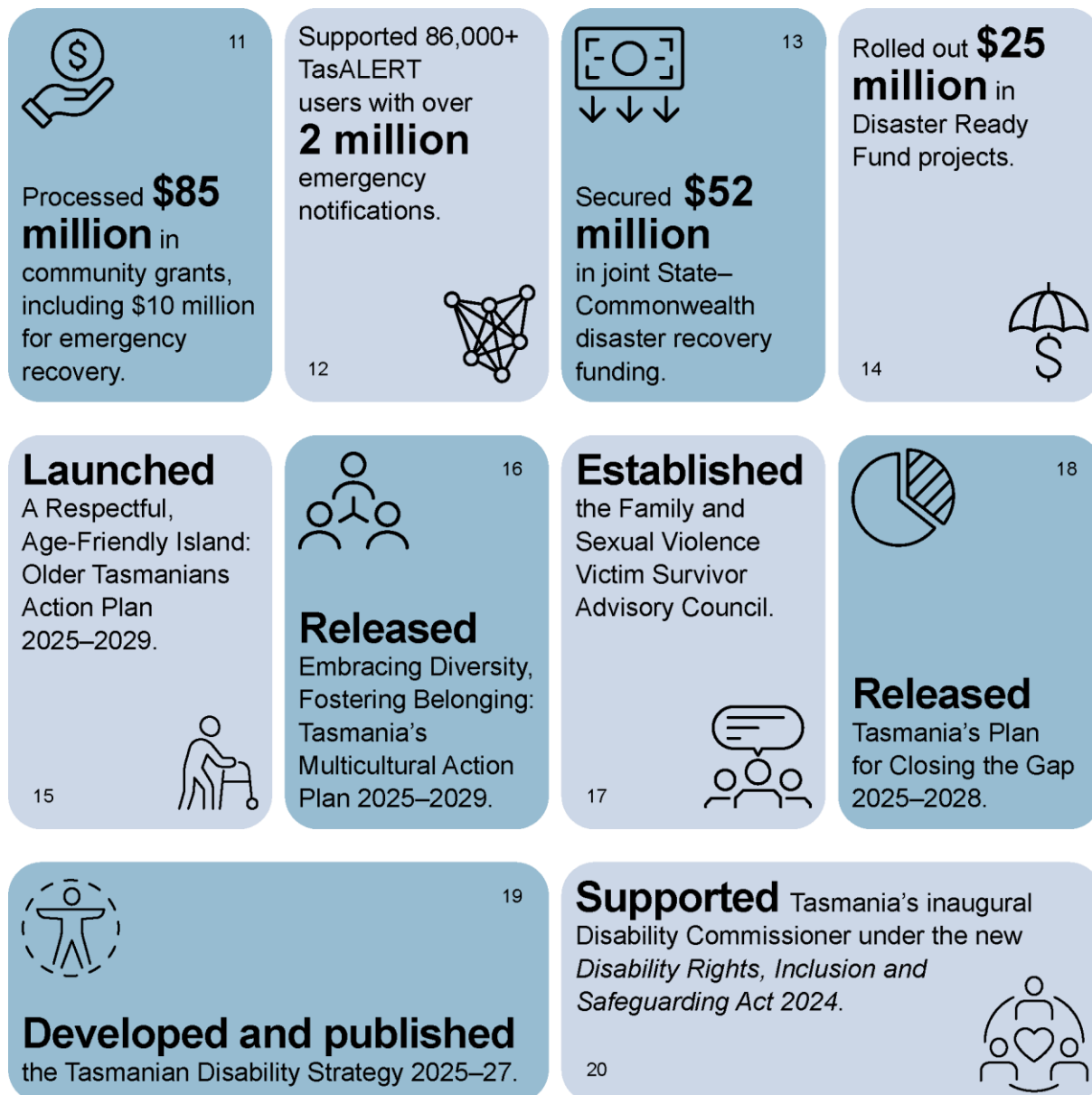
10

Delivered the **Tell Someone** community awareness program.



Description left to right/row by row: 5. Published Change for Children Strategy: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse. 6. Established the Child Sexual Abuse Victim-Survivor Advisory Group. 7. Implemented Child and Youth Safe Standards, including mandatory training and policies. 8. Delivered the Youth Justice Reform Taskforce Action Plan 2024–25. 9. Established the Shared Capability and Centralised Investigations unit focusing on child sexual abuse in the Ashley Youth Detention Centre. 10. Delivered the Tell Someone community awareness program.

Community safety and inclusion



Description left to right/row by row: 11. Processed \$85 million in community grants, including \$10 million for emergency recovery. 12. Supported 86,000+ TasALERT users with over 2 million emergency notifications. 13. Secured \$52 million in joint State–Commonwealth disaster recovery funding. 14. Rolled out \$25 million in Disaster Ready Fund projects. 15. Launched A Respectful, Age-Friendly Island: Older Tasmanians Action Plan 2025–2029. 16. Released Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025–2029. 17. Established the Family and Sexual Violence Victim Survivor Advisory Council. 18. Released Tasmania's Plan for Closing the Gap 2025–2028. 19. Developed and published the Tasmanian Disability Strategy 2025–27. 20. Supported Tasmania's inaugural Disability Commissioner under the new *Disability Rights, Inclusion and Safeguarding Act 2024*.

Digital transformation and innovation

 21
Released an updated Tasmanian Government Brand Identity and Communications Policy with new website: www.tas.gov.au/communications

Released the Tasmanian Government Cyber Security Strategy 2024–2028.
 22

 23
Rolled out **free public Wi-Fi** to 80 sites across Tasmania.

Description left to right: 21. Released an updated Tasmanian Government Brand Identity and Communications Policy with new website: <http://www.tas.gov.au/communications> 22. Released the Tasmanian Government Cyber Security Strategy 2024–2028. 23. Rolled out free public Wi-Fi to 80 sites across Tasmania.

Workforce and culture

 24
Delivered a new HR Case Management System across all agencies.

25
Implemented a system for **managing risks, audits, and workplace safety.**


 26
Employed 28 graduates and 11 school-based trainees across the Tasmanian State Service.

27
Developed a new Workplace Relations Framework for all agencies.


Description left to right: 24. Delivered a new HR Case Management System across all agencies. 25. Implemented a new system within DPAC for managing risks, audits, and workplace safety. 26. Employed 28 graduates and 11 school-based trainees across the Tasmanian State Service. 27. Developed a new Workplace Relations Framework for all agencies.

Who we are

Our Department

The Department of Premier and Cabinet (DPAC) performs a central agency role within the Tasmanian Government, driving whole-of-government leadership and collaboration to deliver meaningful outcomes for the Tasmanian community.

As the strategic core of the State Service, DPAC supports the Premier, Cabinet and partner agencies through the provision of expert policy advice and coordination, service delivery, and intergovernmental engagement.

From whole-of-government digital transformation and emergency management programs to inclusive community partnerships and strategic policy development, DPAC works across local, state and national government sectors to shape a responsive, resilient, and future-focused public service.

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

Our commitment

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

Our vision

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

Our values

DPAC has five key values:



Respect: We treat everyone with respect and kindness.

Excellence: We strive for excellence at all times.

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

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

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

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

Our role

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

To achieve this, we:

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

Governance

DPAC Governance Review 2024

In June 2024, the Secretary announced the DPAC Governance Review to improve the delivery of services to the Tasmanian community and provide a simpler, clearer structure for engagement with the community and our stakeholders. The governance review was completed in December 2024.

The review was announced due to changes in the internal and external environment, including the:

- appointment of a new Secretary and Head of the State Service
- retirement and appointment of a new Associate Secretary
- creation of a Chief Governance and Risk Officer role (recognising the importance of strong governance and risk management)
- Tasmanian Government response to the COI report and the release of critical strategies such as Change for Children
- State Election in early 2024 and the reformation of government with new priorities and commitments
- expansion of Parliament to 35 seats.

The governance review aimed to:

- improve engagement and delivery of services to the Tasmanian community
- build and strengthen our central policy and delivery capability
- increase support to ministers, secretaries and their agencies
- lead and collaborate to implement complex policy changes and reform
- drive key priorities and strengthen partnerships with our stakeholders across whole-of-government.

Following a consultation period with all DPAC staff, the DPAC Governance Review successfully delivered:

- Machinery of government transfers from DPAC to receiving agencies including:
 - Aboriginal Heritage Tasmania to the Department of Natural Resources and Environment Tasmania
 - Homes Tasmania, State Planning Office and Strategic Regional Partnerships to the Department of State Growth.
- Implementation of the internal functional realignment, including reporting lines, and accommodation changes to strengthen our central policy and delivery capability.
- A contemporary organisational structure and stabilisation of the senior leadership team to provide certainty for staff and key stakeholders.
- Establishment of governance committees to ensure accountability, transparency, evidence-based decision making and responsiveness to change. This resulted in the DPAC Executive Committee being supported by the following:
 - Establishment, Budget and Procurement Sub-Committee
 - People, Culture and Wellbeing Sub-Committee
 - Government Commitments Sub-Committee
 - Risk and Audit Committee
 - Accommodation and Security Steering Committee.

These governance sub-committees report to the DPAC Executive and have been established to strengthen reporting, decision-making and continuous improvement. The governance committees are interconnected and work together to support the broader governance of DPAC. This includes the sharing of priorities and workplans with other governance committees, where appropriate.

Purpose and role of the governance committees

Executive Committee

The Secretary is accountable to the premier and portfolio ministers for the performance of the department. The DPAC Executive Committee supports the secretary to fulfil this requirement.

The Executive Committee is chaired by the secretary and is responsible for setting the strategic direction of the agency and providing oversight of the department's key responsibilities.

Establishment, Budget and Procurement Sub-Committee

Responsible for consideration of the Establishment, and all major budget and financial management issues to ensure the delivery of objectives and directions set by the government.

People, Culture and Wellbeing Sub-Committee

Responsible for strategic human resources, culture and workforce matters across the department.

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

Government Commitments Sub-Committee

Responsible for monitoring and overseeing the government commitments that relate to DPAC.

It is responsible for ensuring there is timely, proactive and strategic advice on a range of commitments including, but not limited to, COI recommendations, election commitments (including the 100-day plan), Cabinet decisions and the Tasmanian State Service Review (TSSR).

Risk and Audit Committee

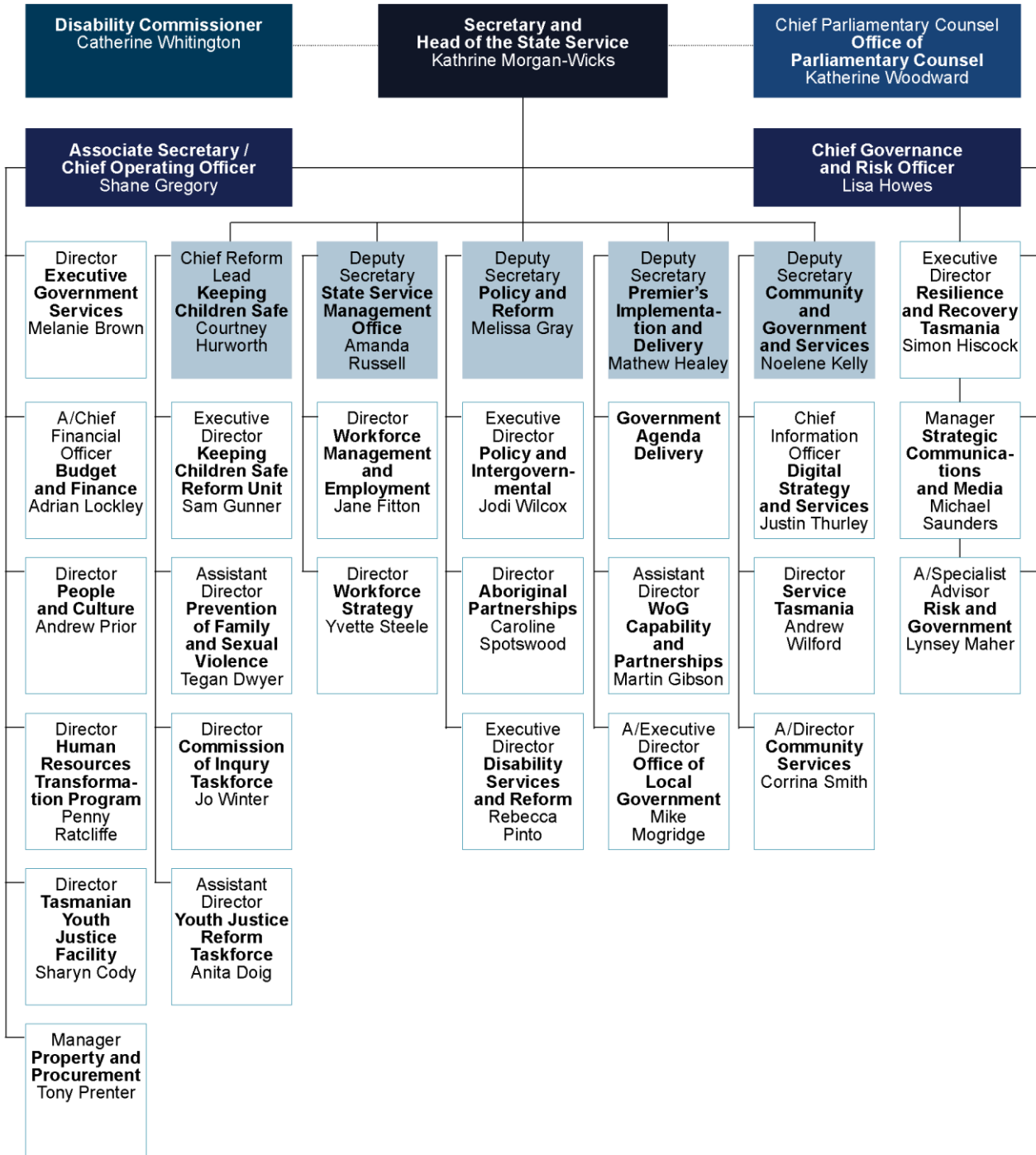
This committee performs a statutory function that operates in accordance with Section 51 of the *Financial Management Act 2016*. The committee provides independent assurance to the Secretary on risk management, and internal and external audit activities, and provides high-level assistance and advice with respect to matters of financial reporting and corporate governance.

Accommodation and Security Steering Committee

Responsible for strategic accommodation and security matters across the department in accordance with relevant policies and legislation.

Organisational chart

(as at 30 June 2025)



Supporting: Premier of Tasmania, Minister for Aboriginal Affairs, Minister for Children and Youth, Minister for Community Services, Minister for Disability Services, Minister for Innovation, Science, and the Digital Economy, Minister for Local Government, Minister for the Environment, Minister for Veterans' Affairs, Minister for Women and the Prevention of Family Violence

Our groups

Associate Secretary

The Associate Secretary Group includes:

- Budget and Financial Services
- Executive Government Services
- Human Resources
- Human Resources Transformation Program – People Central
- Property and Procurement Services.

Budget and Financial Services

Budget and Finance is divided into four key functions:

- **Budget:** development, monitoring, and amendment of budgets for the department, Ministerial and Parliamentary Services and Brand Tasmania.
- **Financial reporting and operations:** processing of transactions, external financial reporting and compliance.
- **Financial systems:** develops and maintains an efficient financial management information system.
- **Financial projects:** development of policies and programs related to financial policies, financial systems, and establishment management.

Executive Government Services

Cabinet and Executive Council Office

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

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

Ministerial Support Services

The Ministerial Support Services team is responsible for the support and management of Department Liaison Officers (DLOs) and Ministerial Transport Services (MTS).

Department Liaison Officers

DLOs are based in every ministerial office, and while their work varies depending on the portfolio, they focus on managing expectations, communicating clearly, and ensuring the smooth flow of information and correspondence.

Ministerial Transport Services

MTS provides a highly professional team of drivers that deliver transport services for the:

- Premier of Tasmania
- Opposition Leader
- President of the Legislative Council
- Speaker of the House of Assembly
- Cabinet Ministers
- other Approved Clients.

Protocol and Events

The Protocol and Events unit plays a critical role in representing Tasmania on the national and international stage through the coordination of official diplomatic visits and state ceremonial functions.

The unit is responsible for managing core ceremonial functions, official recognition programs and major community engagement events including:

- Public Service Medal
- Premier's Long Service Recognition Awards
- Order of Australia nominations
- coordination of state funerals, flag protocols, congratulatory messages
- adherence to the order of precedence
- Australia Day Program
- Australian of the Year Awards
- Ambassador Program
- regional celebrations.

Protocol and Events also provides specialised advice on matters such as diplomatic passports, international travel, and ministerial gift compliance, ensuring consistent application of protocol standards across government.

Veterans

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

Human Resources

Human Resources (HR) provides high level strategic and specialist advice to departmental senior management and the Chief of Staff to the Premier.

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

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

Human Resources Transformation Program – People Central

The HR Transformation Program is a major whole-of-government initiative delivering a contemporary Human Resource Information System - People Central, built on the SAP SuccessFactors suite. The system will streamline and standardise HR functions across the Tasmanian State Service (TSS), including workforce planning, payroll, performance management, and work health and safety. This will enable consistent ways of working and unlock whole-of-service benefits.

The program is currently laying the foundation for consistent, government-wide workforce management by improving visibility and control of people data and establishing a single source of truth for position information.

Property and Procurement Services

Property and Procurement Services (PPS) is responsible for the efficient and effective management of the departments leased property portfolio, including departmental, Ministerial and Parliamentary Services and Service Tasmania's Service Centre accommodation. Key responsibilities involve lease management, strategic asset management and accommodation planning, facilities management, security, capital improvements, cleaning and ensuring building compliance and statutory obligations are achieved.

PPS supports departmental wide procurement activity by providing expert advice and guidance to business units on the appropriate procurement approach and compliance with Treasurer's Instructions and Government Procurement Policy.

PPS also administers fleet management activities, car parking arrangements, the Tasmanian Government Courier Service and concierge services at the Executive Building in Hobart.

Community and Government Services

The Community and Government Services (CGS) Group within DPAC consists of three outputs – Community Services, Digital Strategy and Services and Service Tasmania.

The CGS group was formed in September 2024 following the 2024 DPAC Governance Review and has a common service delivery and community focus.

Community Services

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

Priority focus areas include:

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

This portfolio also supports the Tasmanian Community Fund.

Digital Strategy and Services

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

DSS acts as a trusted partner across the TSS, supporting government agencies to work smarter, operate securely, and deliver better outcomes for the Tasmanian community.

DSS partners with government agencies to:

- Lead the coordination of government data and digital priorities.
- Deliver whole-of-government digital, information and communication technology (ICT) services for the Tasmanian Government – managing and streamlining core infrastructure, platforms, and contracts to achieve efficiency, scalability, and value for money.
- Advise ministers and represent Tasmania nationally on digital, ICT, and cyber security priorities.
- Oversee ICT, information management, and cyber policy and frameworks to ensure compliance and consistency.
- Lead cyber emergency response and advise government on cyber risks and coordination.
- Support agencies to improve digital capability, workforce skills, service delivery, and operational efficiency through the deployment of digital technologies.

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

Service Tasmania

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

Approximately 500 services, along with support and advice, are available:

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

Service Tasmania also manages the Tasmanian Government's Personal Information Card (PIC). In July 2024, the Seniors Card and Companion Card programs, and Tasmanian Government Concessions and Discounts Guide joined Service Tasmania, and in December 2024 the department's Community Grants unit was incorporated. Together these programs are part of a new Community Grants and Programs team.

This team also provides grant administration services for all grants facilitated by DPAC.

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

Disability Commissioner Tasmania

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

The interim Disability Commissioner, Ms Mary Mallett, oversaw the establishment of the Office of the Disability Commissioner Tasmania from January 2023 until April 2025 in readiness for the commencement of the independent Disability Commissioner. Ms Catherine Whittington commenced in the role of the Tasmanian Disability Commissioner on 12 May 2025.

Disability Commissioner Tasmania is a separate statutory authority.

Governance and Risk

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

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

- Resilience and Recovery Tasmania
- Risk and Work, Health and Safety
- Strategic Communications and Media
- Strategic Projects.

Resilience and Recovery Tasmania

The Resilience and Recovery Tasmania unit:

- coordinates and delivers strategic projects, programs and policies that reduce Tasmania's exposure to the impacts of disasters and enhance the State's response and recovery capacity.
- builds a more secure and resilient Tasmania by prioritising national security and adopting an all-hazards approach to emergency management arrangements.
- contributes to national emergency management and recovery policy development and are the custodians of TasALERT, the Tasmanian Government's official source of emergency information and warnings.

Risk and Work, Health and Safety

The Risk and Work, Health and Safety unit leads the frameworks, systems and processes to deliver internal audit, enterprise risk management and work, health and safety. The unit also performs the role of Agency Security Advisor, under the Tasmanian Protective Security Policy Framework.

Strategic Communications and Media

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

Strategic Projects

The Strategic Projects team leads and coordinates a range of projects including implementation of the Child and Youth Safe Standards, DPAC's Strategic Direction, DPAC's Services Catalogue and supports independent reviews.

Keeping Children Safe Reform

The Keeping Children Safe Reform Group includes four areas focussed on coordinating and facilitating whole-of-government action to keep Tasmanian children, young people and families safe and well.

The group has also been responsible, in its establishment phases, for implementation of the Child and Youth Wellbeing Strategy, It Takes a Tasmanian Village including grant processes, annual reporting, sector and place-based partnerships, and engagement across levels of government, and Tasmanian Government agencies.

Family and Sexual Safety Secretariat

The secretariat coordinates the government's implementation of the whole-of-government Action Plan to prevent and respond to family and sexual violence – Survivors at the Centre: Tasmania's third Family and Sexual Violence Action Plan 2022-2027, as well as Tasmania's reporting obligations against the National Plan to End Violence Against Women and Children 2022-2032 and the National Partnership on Family, Domestic and Sexual Violence.

The secretariat has responsibility for:

- ongoing engagement with key delivery partners including Safe at Home, Safe Families Coordination Unit, and the statewide Arch Centres
- partnerships and commissioning of the specialist community services
- engagement with the Tasmanian Family and Sexual Violence alliance as the peak organisation representing the sector
- whole-of-government governance and decision making
- annual reporting
- victim-survivor engagement through the Victim Survivor Advisory Council.

Keeping Children Safe Coordination Taskforce

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

The taskforce has responsibility for:

- whole-of-government coordination and information sharing
- partnerships with the community services sector, key specialist organisations, and experts
- establishing governance and supporting decision making
- monitoring and reporting on progress of implementing recommendations
- policy development
- victim-survivor engagement through the Victim Survivor Advisory Group
- engagement with children and young people through the Commissioner for Children and Young People's Voice for Tasmanian Youth Group
- communications.

The taskforce has led the development of the Change for Children Strategy: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse in March 2025. The taskforce is now leading development of the forthcoming Action Plan and Outcomes Framework to be delivered in the second half of 2025. Change for Children brings together the extensive child safety reform agenda including changes to systems and culture. These changes will make sure children and young people are safe in Government spaces and the community.

Youth Justice Reform Taskforce

The Youth Justice Reform Taskforce was established in July 2024, to drive a whole-of-government priority on implementing the Youth Justice Blueprint 2024-2034 and aligned recommendations of the COI.

The taskforce brought together resources from the:

- Department for Education, Children and Young People
- Department of Justice
- Department of Health
- Department of Police, Fire and Emergency Management.

The taskforce developed and published a twelve-month Action Plan to guide its work and ensure accountability. The taskforce had responsibility for:

- establishment of key advisory and governance groups including the Youth Justice Reform Expert Panel, Community Engagement Group and Aboriginal Reference Group
- delivery of actions within the Taskforce Action Plan
- policy and service review and redesign
- place-based approaches to diversion of young people from the youth justice system.

Tasmanian Youth Justice Facility

Tasmania has committed to a comprehensive and long-term reform of the Youth Justice system, guided by the Youth Justice Blueprint 2024–2034 and driven by the COI's recommendations.

Central to this reform is the closure of the Ashley Youth Detention Centre and replacing it with a new secure facility that promotes the development of trusting and therapeutic relationships between staff and children and young people.

The new facility will be built at 466 Brighton Road, Pontville. The facility will provide an environment where children and young people experience the highest standards of child centred, rights-based and therapeutic care, where they are provided with education, services and opportunities that support them to enhance connections and return successfully to community.

This facility is one part of an integrated reform program that aims to reduce the number of children and young people entering the youth justice system.

The Masterplan for the Tasmanian Youth Justice Facility was released for a period of public consultation between 5 May to 25 May 2025.

Office of Parliamentary Counsel

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

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

Policy and Reform

The Policy and Reform Group helps the government to deliver for the community by leading strategic and whole-of-government policy and reforms. This is achieved through working with other agencies, governments and stakeholders to provide policy advice to co-design and co-create reform.

Reporting to the Deputy Secretary Policy and Reform, the group includes:

- Aboriginal Partnerships
- Disability Services and Reform
- Policy and Intergovernmental
- Women's Policy.

Aboriginal Partnerships

Aboriginal Partnerships implements the Tasmanian Government's Aboriginal Affairs policies and programs and works with government agencies to develop and implement the requirements of the National Agreement on Closing the Gap.

The unit works in partnership with Tasmania's Coalition of Peaks partner and Aboriginal community-controlled organisations and Tasmanian Aboriginal people to deliver the government's Aboriginal Affairs agenda.

Disability Services and Reform

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

The unit supports reforms including the response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, the National Disability Insurance Scheme (NDIS) review and Australia's Disability Strategy.

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

Policy and Intergovernmental

Policy and Intergovernmental:

- supports the premier and the secretary of DPAC's participation in National Cabinet, and related intergovernmental forums.
- provides whole-of-government analysis to Cabinet to assist with decision making and assists agencies with Cabinet Minutes and Briefs where appropriate and provides advice to Cabinet on whether Tasmanian Government submissions should be made to external inquiries and reviews.
- supports the Premier in his role as Chair of the Council for the Australian Federation (CAF) and prepares whole-of-government advice on major National Agreements and the execution of Federal Funding Agreements (FFA).
- provides advice to the Premier as a member of various Cabinet sub-committees, including direct secretariat support to a range of Advisory Groups including the:
 - Premier's Youth Advisory Group
 - Premier's Health and Wellbeing Advisory Council
 - Premier's Mental Health and Suicide Prevention Advisory Council
 - Aboriginal Advisory Group
 - Defence Advisory Working Group.
- acts as a key contact for the Australian Government in relation to trade and treaty matters, and foreign investment review board decisions and co-ordinating whole-of-government responses as appropriate.

Women's Policy

The Women's policy area has responsibility to lead the Tasmanian Government's policy agenda on gender equality.

Additionally, portfolio work includes:

- Oversee the implementation of Equal Means Equal: Tasmanian Women's Strategy 2022–2027.
- Promote structural reform to embed gender-responsive policy, budgeting, and governance.
- Deliver initiatives that support women's safety, leadership, economic participation and visibility.
- Support the Tasmanian Women's Council as the government's principal advisory body on women's policy.
- Lead policy for the Women on Boards Strategy and support targets for gender parity.

- Provide whole-of-government advice on women’s issues and representation.

Premier’s Implementation and Delivery

The Premier’s Implementation and Delivery group consists of:

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

Government Agenda Delivery

The Government Agenda Delivery team supports the premier, relevant ministers and state agencies to respond to emerging priorities and monitor the delivery of key government commitments. The team has been supporting the premier and relevant minister on key deliverables such as the assessment and approval of the Macquarie Point Multipurpose Stadium and Project Marinus.

Office of Local Government

The Office of Local Government (OLG) provides high quality advice and services to the Tasmanian Government, the local government sector and the public to ensure councils are well-governed, responsive, sustainable, and acting in the best interest of their communities. OLG leads the Local Government reform priorities for the State, as well as oversees the delivery of the regulatory framework for local government as prescribed under the *Local Government Act 1993*.

Whole-of-Government Capability and Partnerships

The Whole-of-Government Capability and Partnerships team leads on delivery of whole-of-government priority projects, including working with agencies to build capacity for effective delivery of the government agenda. Key projects that have been delivered through this team include Lifting Literacy, Wellbeing and Sustainability and supporting the development of an efficiency and productivity agenda for government.

State Service Management Office

The key role of the State Service Management Office (SSMO) is to assist the Premier (as the Employer) through the development of contemporary policy for State Service employment management and workforce development. SSMO supports the Premier, as the minister administering the *State Service Act 2000*, and the Head of the State Service (HoSS) to undertake the employer functions, powers and responsibilities, to ensure the State Service is purpose-driven, contemporary, continues to build capability and is fit for purpose for Tasmania today and into the future.

SSMO acts as the employer representative for all workplace management and employment matters, provides expert advice, guidance and policy on all such matters including the *State Service Act 2000*, Employment Directions, Awards and Agreements.

As the State's largest employer, SSMO's objective is to work in partnership with TSS agencies to lead the TSS to be an even better place to work.

SSMO consists of two branches (Workforce Management and Employment and Workforce Strategy), that provide policy and services in functional groups as well as working together to support and deliver key TSSR reforms and COI recommendations across the Group.

Workforce Management and Employment

Workforce Management and Employment is responsible for:

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

Workforce Strategy

Workforce Strategy is responsible for:

- driving cultural reform projects, including the Cultural Insights Research Project and development of Core Capability
- whole-of-government workforce analysis, planning and strategic advice
- development and delivery of management and leadership programs
- delivery of whole-of government professional development programs delivered through the Tasmanian Training Consortium
- managing TSS Youth Employment Programs, including the Tasmanian State Service Graduate Development Program (TasGRAD) and TSS School-Based Trainee Program
- providing advice on employment policy and coordinating additional employment programs that support workforce renewal, attraction and retention
- leading inclusion, diversity and reform initiatives to strengthen public sector capability
- implementing the Aboriginal Employment Strategy and Action Plan.

Our strategic priorities

Strategic Plan

The department continued to be guided by the DPAC Strategic Plan 2023–26 to:

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

To ensure everyone in DPAC is working towards the department's shared goals, the strategic plan captures DPAC's vision, what we do, how we do it, and what we stand for. All this is underpinned by our values. The plan also recognises the constantly evolving environment that DPAC, and more broadly the State Service, works within.

During 2024-25, DPAC continued to build upon the following priorities to:

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

Strategic Plan 2023–26

Our vision

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

Our department

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

Our people and workplaces

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

Our values

Our values underpin everything we do:

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

Our planning matrix

At DPAC, we have a diverse range of functions, operating across whole-of-government.

Though we focus on different things day-to-day, we're all connected by our shared goal to serve the Tasmanian community and deliver the best possible outcomes. Everyone in DPAC plays an important role in delivering our vision.

Tasmanian State Service Reform

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

Key reforms include changes to Employment Directions, Code of Conduct investigations, strengthening the accountability of Heads of Agency, cultural reform, and whole-of-service human resource management. These reforms will strengthen the efficiency and effectiveness of, and improve public trust in, the State Service, leading to improved outcomes for the government and Tasmanian community.

Our Ministerial responsibilities

On 30 June 2025, the ministerial and output group structure in which the department's budget operated under was as follows:

Output group/Output	Responsible minister	Responsible department division/unit
1. Policy, Reform and Government Priorities		
1.1 Strategic Policy and Government Priorities	Jeremy Rockliff MP Premier	Policy and Reform, Premier's Implementation and Delivery/Office of the Secretary
1.2 Child and Youth Wellbeing	Roger Jaensch MP Minister for Children and Youth	Keeping Children Safe Reform Unit
1.3 Security and Emergency Management	Jeremy Rockliff MP Premier	Office of Chief Governance and Risk Officer
1.4 Women and Prevention of Family Violence	Jo Palmer MLC Minister for Women and Prevention of Family Violence	Policy and Reform Keeping Children Safe Reform Unit
1.5 Veterans' Affairs	Jacquie Petrusma MP Minister for Veterans' Affairs	Executive Government Services
1.6 Aboriginal Affairs	Jacquie Petrusma MP Minister for Veterans' Affairs	Policy and Reform
1.7 Disability Services	Jo Palmer MLC Minister for Disability Services	Policy and Reform
1.8 National Disability Insurance Scheme	Jo Palmer MLC Minister for Disability Services	Office of the Disability Commissioner
1.9 Local Government	Kerry Vincent MLC Minister for Local Government	Premier's Implementation and Delivery
2. Government Processes and Services		
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Jeremy Rockliff MP Premier	Executive Government Services
2.2 Principal and Subordinate Legislation	Jeremy Rockliff MP Premier	Office of Parliamentary Counsel
2.3 State Service Employment and Management	Jeremy Rockliff MP Premier	State Service Management Office
3. Community and Government Service Delivery		
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy, and Service Delivery	Madeleine Ogilvie MP Minister for Innovation, Science, and the Digital Economy	Community and Government Services
3.2 Management and Ongoing Development of Service Tasmania	Jeremy Rockliff MP Premier	Community and Government Services
3.3 Community Services	Roger Jaensch MP Minister for Community Services	Community and Government Services

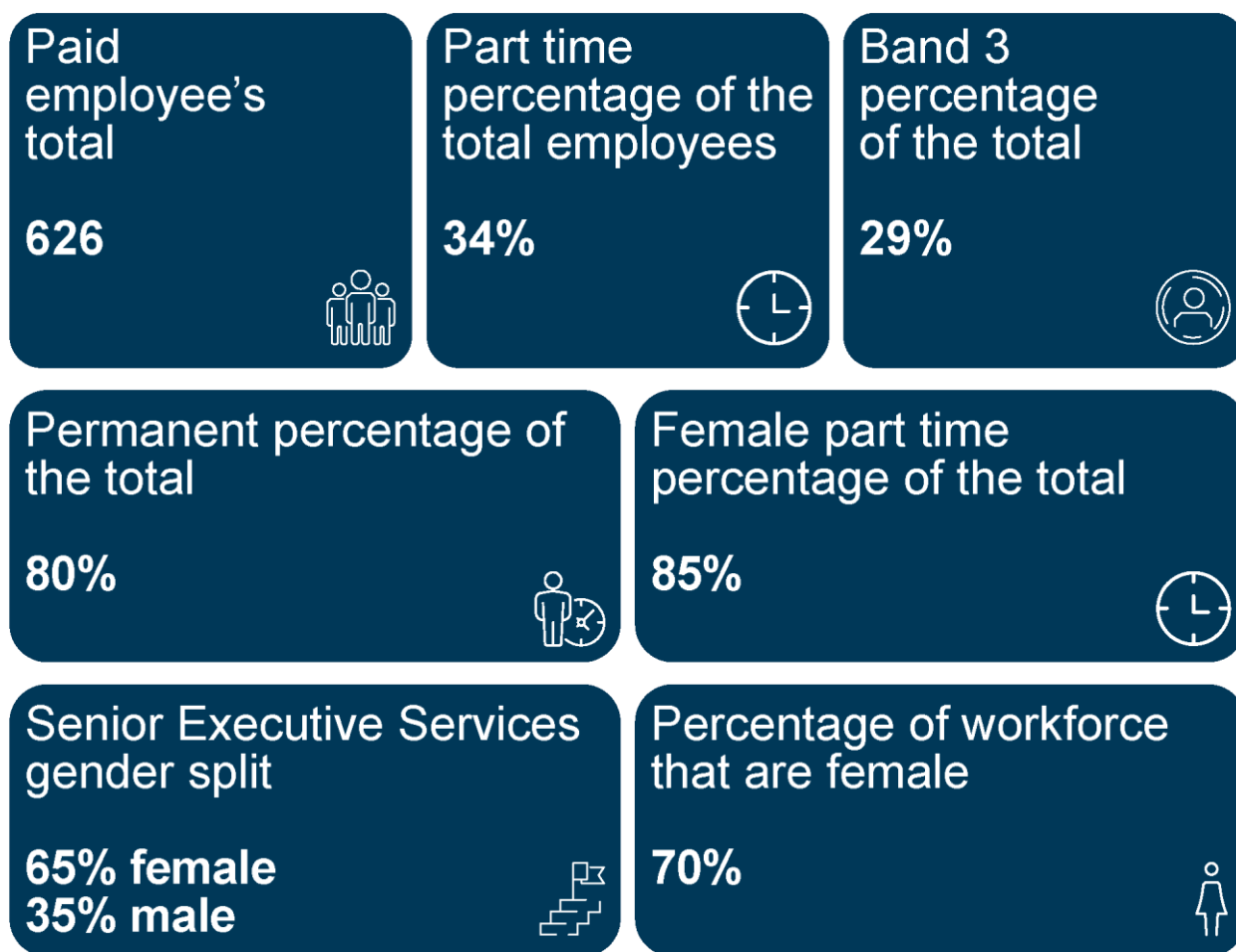
Our people

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

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

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

An overview of our workforce



Description left to right/row by row: Paid employee's total: 626; Part time percentage of the total employees: 34 per cent, Band 3 percentage of the total: 29 per cent; Permanent percentage of the total: 80 per cent; Female part time percentage of the total: 85 per cent; Senior Executive Service gender split: 65 per cent female; 35 per cent male, Percentage of workforce that are female: 70 per cent.

Staffing information for the Department of Premier and Cabinet (DPAC)

Paid headcount and paid full-time equivalent

As at 30 June 2025, DPAC had 626 paid employees: 560.8 paid full-time equivalents (FTEs), including TSS employees but excluding employees on unpaid leave.

Table 1.1 Paid headcount and paid FTEs by division as at 30 June 2025

Group	FTE				Headcount			
	Female	Male	Undis-closed	Total	Female	Male	Undis-closed	Total
Community and Government Services ¹	183.6	102.6		286.2	220	107		327
Service Tasmania	128.7	40.8		169.5	161	43		204
Disability Commissioner	2.7		0.4	3.1	3		1	4
Governance and Risk	29	10.8	0.9	40.7	33	11	1	45
Keeping Children Safe	13	3.7		16.7	14	4		18
Office of Parliamentary Counsel	7.8	2.5		10.3	8	3		11
Office of the Secretary	79.5	21.2	1	101.7	87	23	1	111
Policy and Reform	37.5	15.1		52.6	42	16		58
Premier's Implementation and Delivery	6.7	11.6	0.7	19	7	12	1	20
State Service Management Office	22.6	7.9		30.5	24	8		32
Totals	382.4	175.4	3.0	560.8	438	184	4	626

Notes:

¹ The Community Government Services Group also includes Community Services, Digital Strategy and Services and Office of Community and Government Services (previously Community and Government Services in the 2023-2024 annual report).

Paid headcount and FTE change

DPAC's paid headcount decreased by 37 employees, from 663 as at 30 June 2024 to 626 at 30 June 2025. Paid FTE decreased by 21.4 from 582.2 to 560.8 during the same period.

Reasons for this change include the transfer of State Planning to the Department of State Growth and Aboriginal Heritage to the Department of Natural Resources,

Environment Tasmania, strong vacancy management measures supported by the new Establishment Management Committee, and a Workforce Renewal Incentive Program payment to eight employees during the reporting period (five female and three male).

Staff movements – DPAC

Table 1.2 Staff movements – DPAC 2024-25¹

	Female	Male	Un-disclosed	Total
Commencements				
Permanent	42	17		59
Fixed Term (including casuals)	47	18	2	67
Senior Executive Service (SES)	2	3		5
Total commencements	91	38	2	131
Separations				
Resignations, retirements, and contract expiries	99	53		152
Transfer to other agencies	61	41		102
Workforce renewal incentive payments	5	3		8
Targeted, Negotiated Voluntary Redundancies		3		3
All SES separations	4	4		8
Other	2	1	1	4
Total separations	171	105	1	277

Notes:

¹ This table includes employees who have commenced or separated multiple times during the year and may not reconcile with the overall change in the department's headcount.

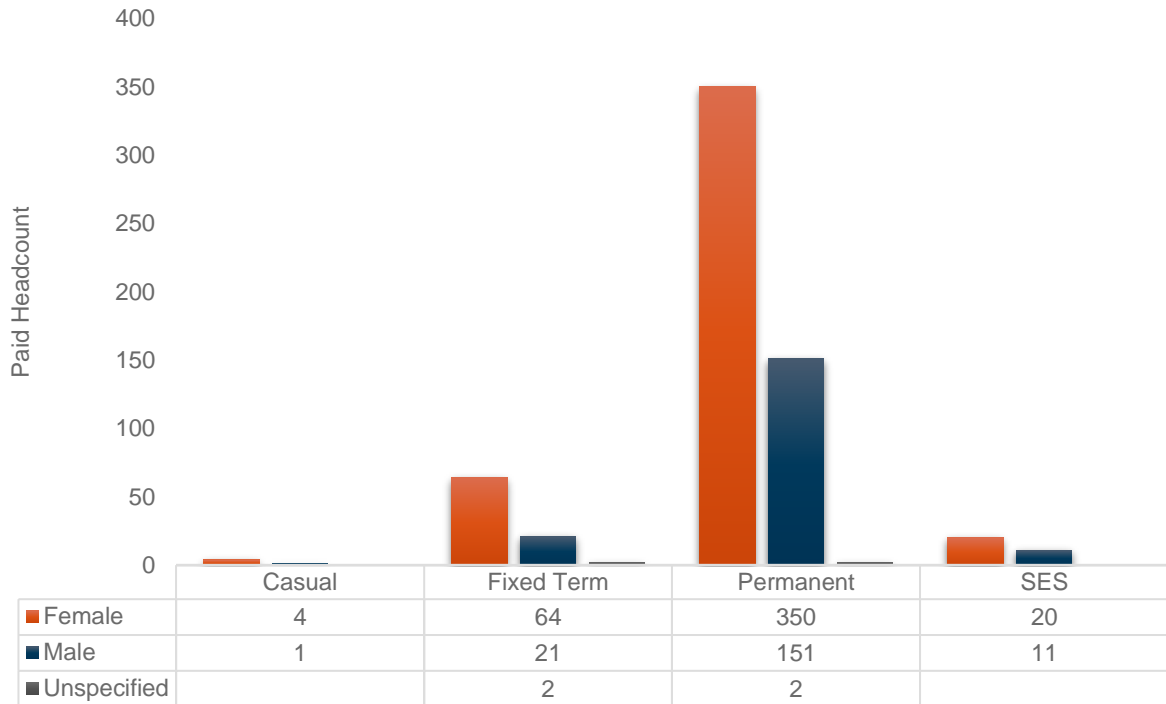
Employee statistics – DPAC

Gender by employment type

The majority (80 per cent) of DPAC employees as at 30 June 2025 were permanent. This has remained relatively unchanged since 30 June 2024.

The gender profile of the Senior Executive Service (SES) in DPAC was 65 per cent female and 35 per cent male.

Chart 1.1 – Gender by employment type by paid headcount, 30 June 2025

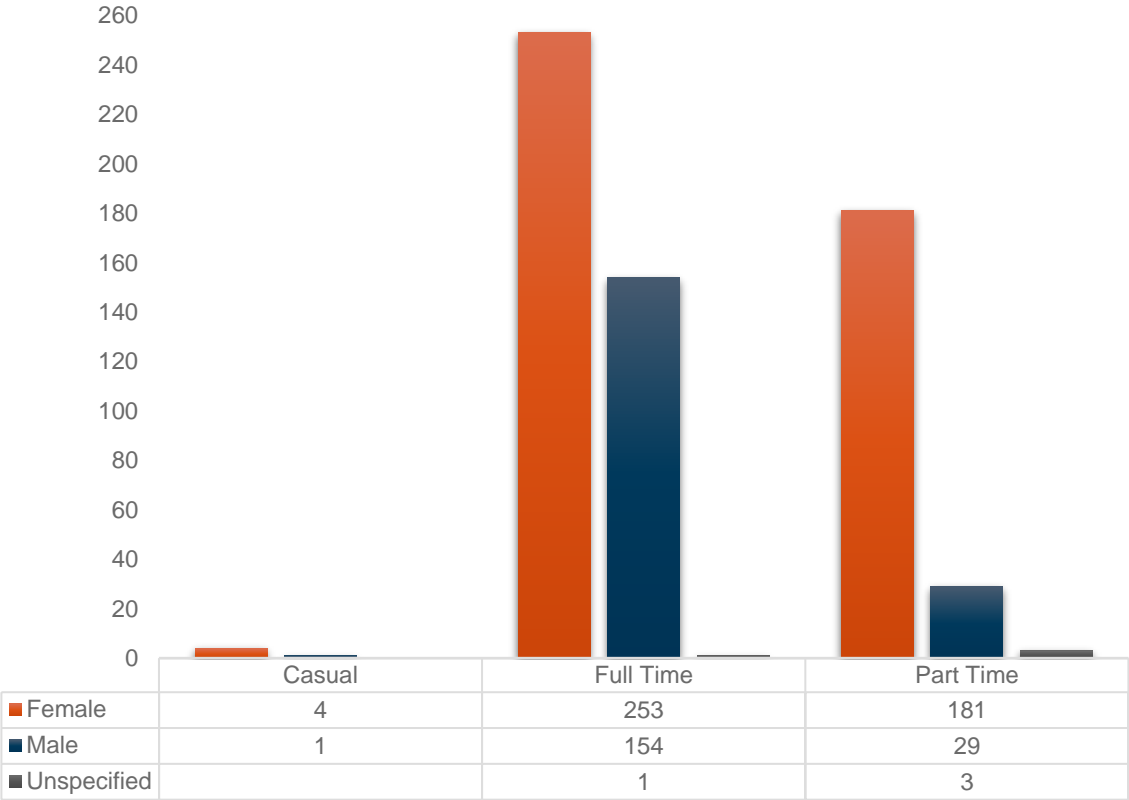


Gender by working arrangements

The majority of DPAC employees as at 30 June 2025 were female (70 per cent), with numbers remaining relatively consistent over the past few years.

Part-time employment has remained at 34 per cent in the year ending 30 June 2025. The majority (85 per cent) of these employees were female.

Chart 1.2 – Gender by working arrangements by paid headcount, 30 June 2025

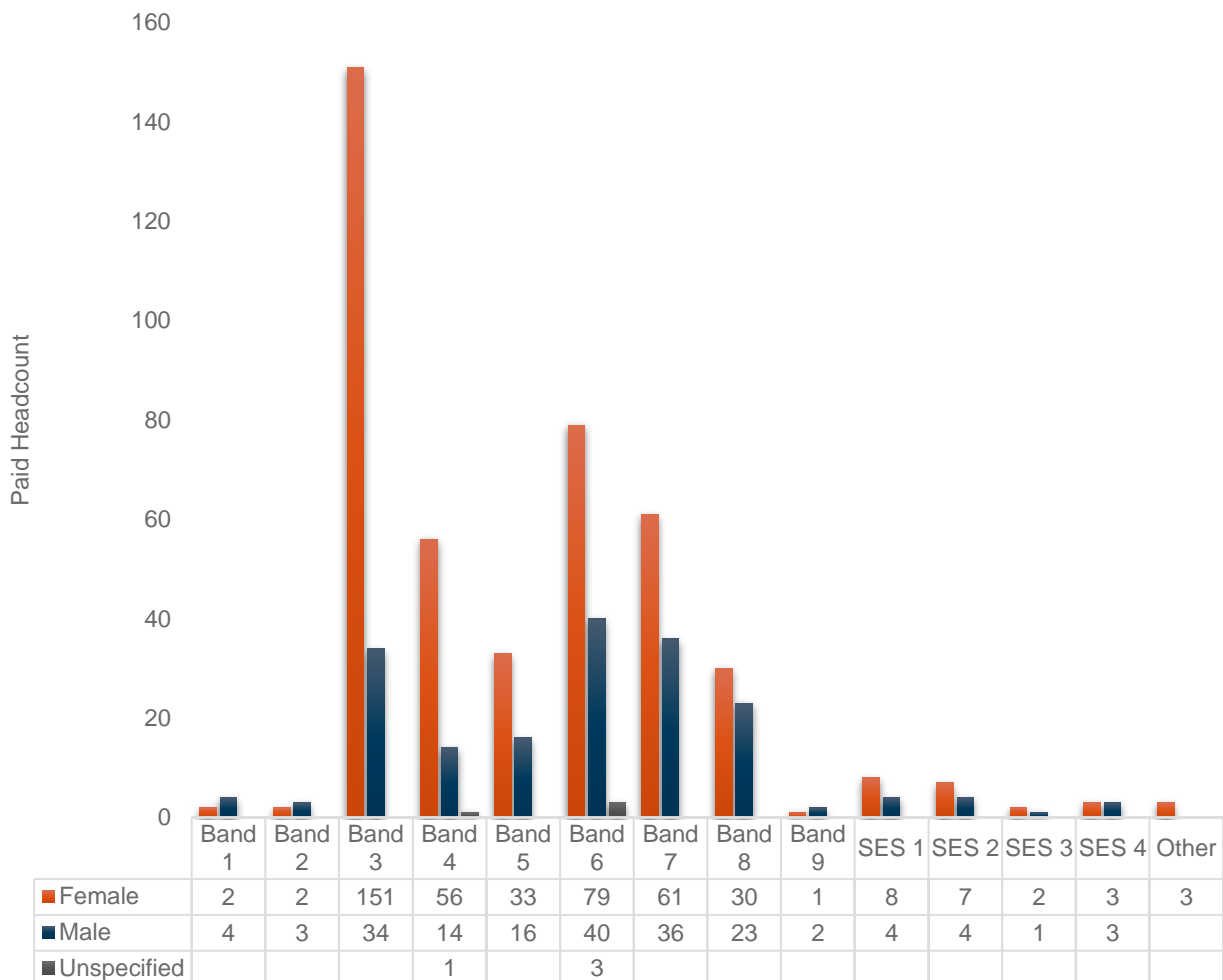


Gender by salary classification

The largest group of employees within the department are classified at Band 3 (29 per cent). This is mainly due to the number of employees undertaking Band 3 customer service roles within Service Tasmania, which accounts for 81 per cent of all Band 3 positions. Females occupy most Band 3 roles (82 per cent) within the agency.

The average full-time salary for females was \$109,550, compared to \$119,259 for males at 30 June 2025.

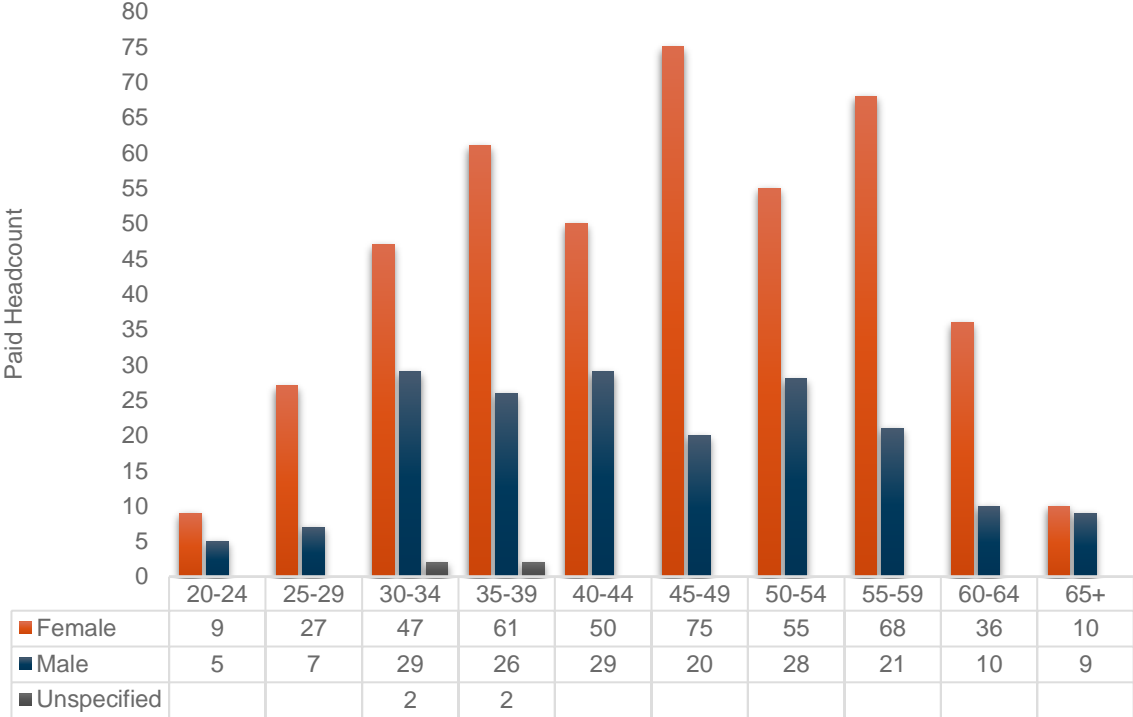
Chart 1.3 – Gender by salary classification by paid headcount, 30 June 2025



Gender by age

The majority (17 per cent) of female DPAC employees as at 30 June 2025 were aged between 45-49, with 70 per cent of female employees aged between 35 and 59 years. The age profile of male DPAC employees was slightly younger with 71 per cent aged between 30 and 54 years. This has remained relatively unchanged since 30 June 2024.

Chart 1.4 – Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2025



Staffing information for Ministerial and Parliamentary Services (MPS)

Staff movements – MPS

Table 1.3 Staff movements – MPS 2024-25

	Female	Male	Total
Commencements			
Crown prerogative appointments	49	41	90
Secondment arrangements	4	2	6
Total commencements	53	43	96
Separations			
Resignations, retirements, and contract expiries	36	20	56
Transfers to State Service agencies	3	9	12
Total separations	39	29	68

Notes:

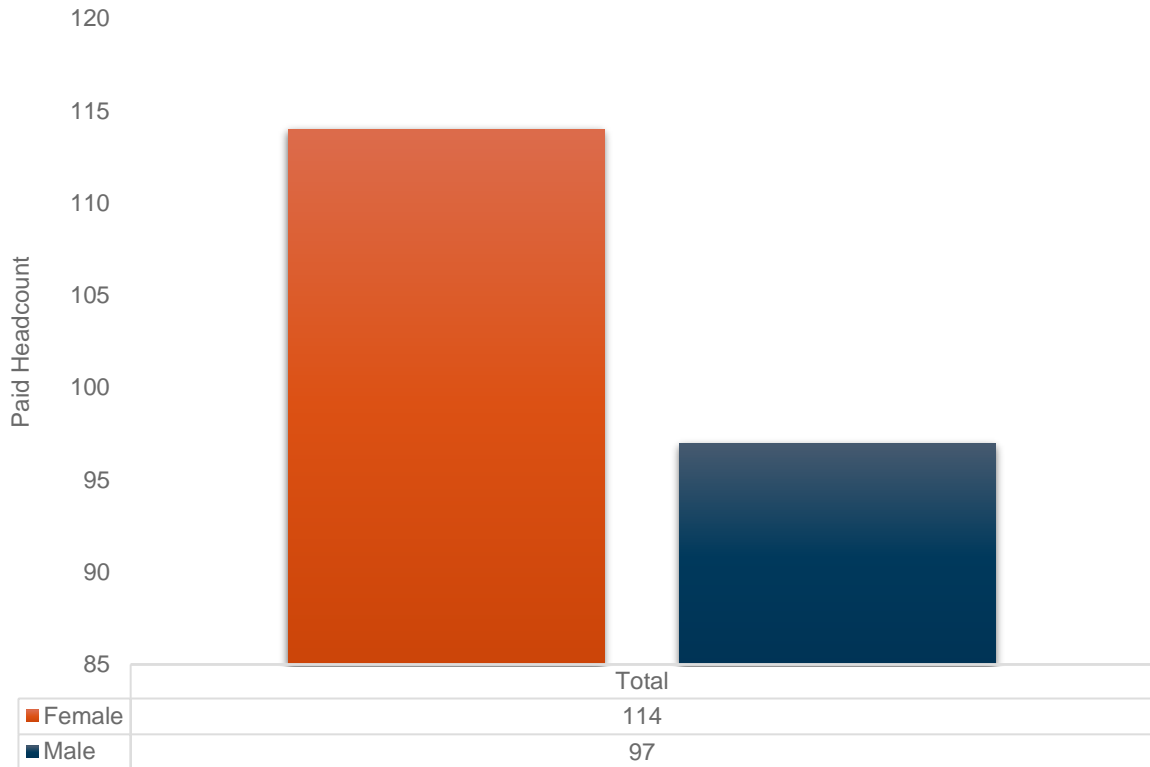
1. This table includes employees who have commenced or separated multiple times during the year and may not reconcile with the overall change in the department’s headcount.
2. The separation total decreased in the current reporting year compared to the 2023-24 reporting year a result of the state election in June 2025.

Employee statistics – MPS

Gender by employment type

The majority (80 per cent) of MPS staff are Crown Prerogative appointees (non-state servants). All ministerial drivers are Tasmanian State Servants. Females represent 54 per cent of all MPS staff.

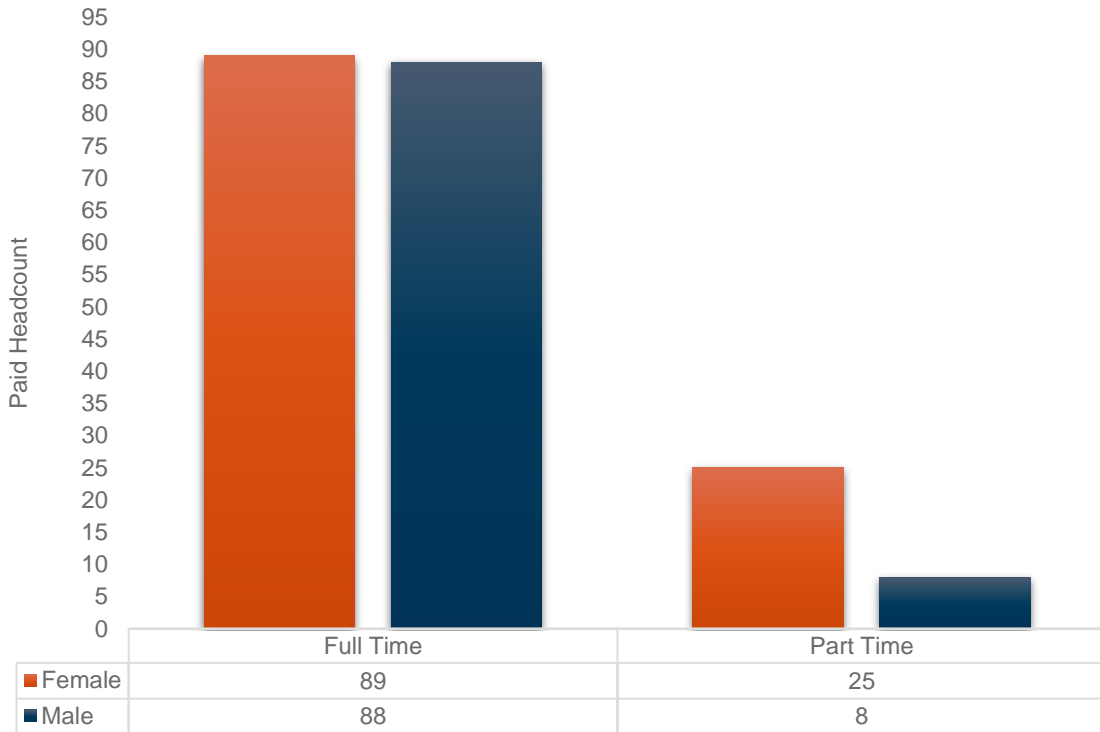
Chart 1.5: Gender by employment type by paid headcount, 30 June 2025



Gender by working arrangements

Part-time employment represents 16 per cent of the total MPS workforce and has slightly decreased since last year.

Chart 1.6: Gender by working arrangements by paid headcount, 30 June 2025

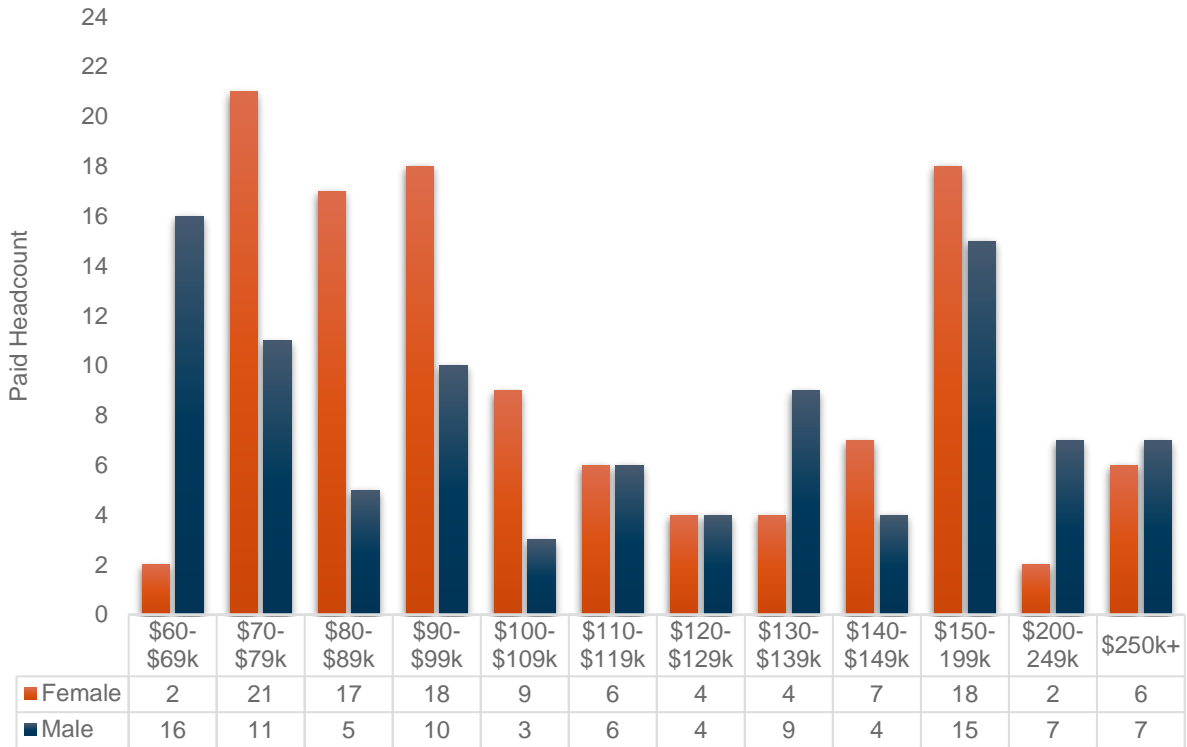


Gender by salary range

The salary profile for MPS is atypical, with most appointees within the salary ranges \$60,000 - \$99,999, or \$150,000+.

The average salary for males is \$129,476 and the average salary for females is \$119,474.

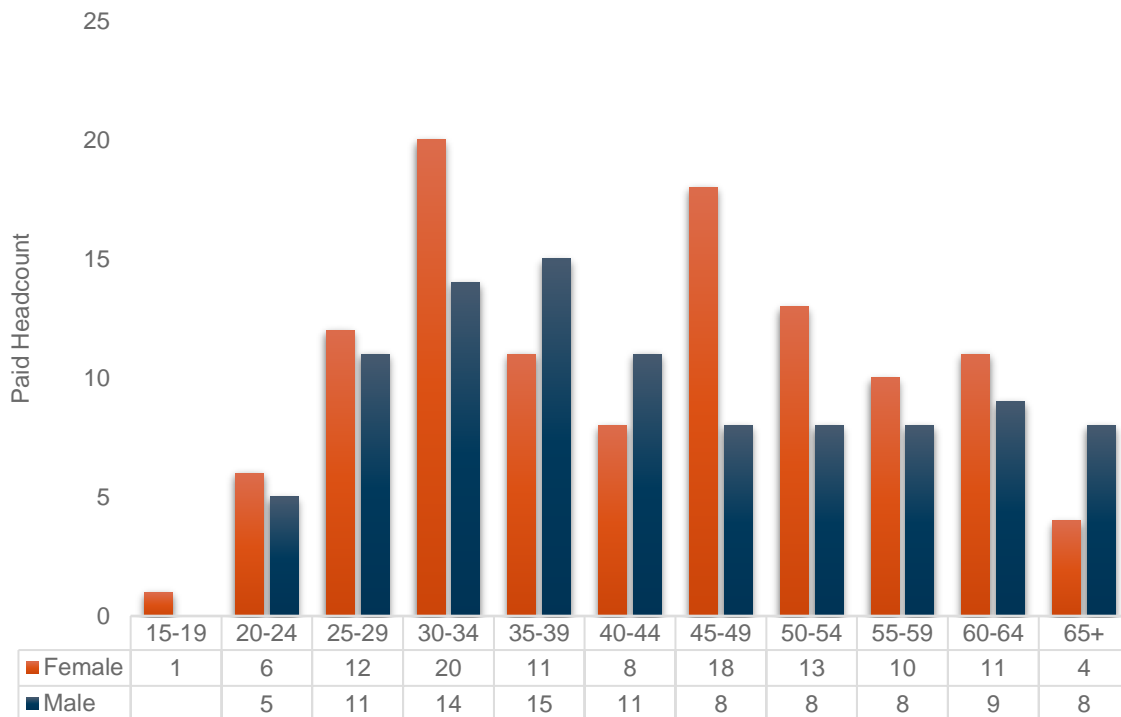
Chart 1.7: Gender by salary range by paid headcount, 30 June 2025



Gender by age

As at 30 June 2025, the majority (48 per cent) of MPS male appointees were aged between 25 and 44 years. Compared to the age profile of female appointees which is more variable, with concentrations at 30-34 years and then 45-49 years. This pattern differs from 30 June 2024.

Chart 1.8: Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2025



Human resources activities

During the 2024-25 period Human Resources has been focused on several projects outside of business as usual, including the:

Establishment of the MPS People Culture and Change Unit

One of the recommendations of the Motion for Respect Report into workplace culture in the Tasmanian Ministerial and Parliamentary Services (August 2022) was the establishment of a dedicated human resources unit to support Ministerial and Parliamentary Services. In September 2024, this unit was formed within DPAC and became operational the following month.

The unit consists of two experienced HR practitioners providing support to government and non-government staff with advice on recruiting, learning and development, grievance and complaint handling and other industrial relations matters.

Human Resource Transformation Project – People Central

The TSS is implementing a new Human Resources Information System (HRIS). This requires significant transformation of HR practices and procedures across the TSS. DPAC has taken the role as lead agency and will be the pilot agency for the TSS.

Work, health and safety (WHS) performance measures

Work, health, safety and wellbeing strategies

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

During the reporting period, a total of 129 incidents, 16 near misses, and four hazards were reported. Most of these reports originated from Service Tasmania and related to occupational violence and aggression. Service Tasmania has a comprehensive program to manage challenging customer interactions and provides support to affected staff.

The department recorded one notifiable incident for the 2024-25 year. One staff member reported receiving a minor electrical shock when handling IT cords. The area was quarantined and the cords replaced. The incident was categorised as low risk by WorkSafe Tasmania.

The department introduced a new risk and safety management system during this period. This system streamlines incident reporting, ensures consistent investigation practices, and enables the tracking and completion of corrective actions. Additionally, a new monthly WHS dashboard was implemented to provide the DPAC Executive with clear, timely insights into WHS performance across the department.

DPAC is committed to fostering a culture that values and prioritises WHS through collaboration and active engagement. A new People, Culture and Wellbeing Sub-Committee, reporting to the DPAC Executive was established as the lead governance body with responsibility for strategic human resources, safety, culture and workforce matters across the department. In addition, a new WHS Staff Representative Committee, with membership from across the department, has been established to lead consultation efforts and provide a platform for discussing operational WHS matters.

DPAC performance measures

Each year, the department develops a Work Health and Safety and Wellbeing Plan.

Key activities for 2024–25 included:

- enhancing reporting to the executive
- implementing an online risk and safety system
- reviewing emergency response and first aid support roles
- establishing the People, Culture and Wellbeing Sub-Committee
- establishing the WHS and Wellbeing Staff Representative Committee
- implementing Fitness Passport to support employee health and wellbeing
- rolling out a new online annual WHS training module
- continuing staff awareness campaigns on WHS, wellbeing, and the Employee Assistance Program (EAP) through internal communications
- reviewing and updating key WHS policies and procedures.

DPAC workers compensation

There has been a decrease in the number of new workers compensation claims.

During the 2024–25 reporting period, there were four new claims including two relating to psychosocial injuries.

MPS performance measures

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

During the reporting year, MPS staff reported four incidents and one hazard. Of the incidents, two involved trips and falls, one related to occupational violence and aggression, and one involved an unwell volunteer.

Our performance measures

Each year the department updates its performance measures which are derived for each budget Output Group. Performance information is published in the department's budget chapter each year. Due to the delayed release of the 2025-26 budget, new targets have not been set for the 2025-26 financial year. Performance measures are as at 2024-25. Actual results as at 30 June 2025, have been provided in the table below.

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

Table 1.4 Our performance measures

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
1.1 Strategic Policy and Government Priorities	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	90	90	90	90
1.1 Strategic Policy and Government Priorities	Premier	The Premier and the Cabinet receive high quality, rigorous and timely policy advice	Number	97	97	95	97
1.1 Strategic Policy and Government Priorities	Premier	DPAC collaborates with stakeholders to deliver key government priorities to make a significant difference for the people of Tasmania	Satisfactory/Unsatisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
1.3 Security and Emergency Management	Premier	Response time to Local Government or State agencies in terms of grant activation ¹	Business days	1.00	<5.00	1.00	<5.00
1.3 Security and Emergency Management	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders ²	%	89.08	>80.00	89.71	>80.00

¹ This measure refers to the number of business days, or part thereof, between a Local Government request for assistance under the Tasmanian Relief and Recovery Arrangements and the provision of advice about eligibility or the activation of support.

² This measure is based on the stakeholder survey. A consistent methodology has been used across all years for comparability.

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
1.3 Security and Emergency Management	Premier	Low ineligibility rate in Tasmanian Government's Disaster Recovery Funding Arrangements claim ³	%	1.43	<5.00	52.95 ⁴	<5.00
1.4 Women and the Prevention of Family Violence	Women and the Prevention of Family Violence	Actions on schedule against the milestones and timeframes identified in the Implementation Plan	%	63	70	76	80
1.4 Women and the Prevention of Family Violence	Women and the Prevention of Family Violence	Representation of women on Government boards and committees	%	48	50	50	50
1.5 Veterans' Affairs	Veterans' Affairs	Number of applications submitted to the Frank MacDonald Memorial Prize Essay Competition	Number	55	50	60	50
1.5 Veterans' Affairs	Veterans' Affairs	Number of applications submitted to the Teddy Sheean VC Memorial Grants Program	Number	31	30	25	30
1.6 Aboriginal Affairs	Aboriginal Affairs	Actions on schedule against the milestones and timeframes identified in the Aboriginal Reset	%	89	100	90	N/A ⁵
1.6 Aboriginal Affairs	Aboriginal Affairs	Actions on schedule against the timeframes identified in the Tasmanian Plan for	%	N/A	N/A	N/A	80

³ 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 (that is, the 2024–25 Actual refers to the acquittal of the 2022–23 claim).

⁴ This measure refers to the ineligibility rate for the most recently acquitted Disaster Recovery Funding Arrangements claim. This is typically for two financial years before the year of reporting (that is, the 2024–25 Actual refers to the acquittal of the 2022–23 claim). The ineligibility rate for the 2024–25 Actual is significantly higher than in previous years due to a change in Tasmania's claim composition, which meant a different methodology was applied to the claim than in previous years. Other jurisdictions have also had high ineligibility rates under this methodology. DPAC is working with the National Emergency Management Agency to improve eligibility rates for future claims.

⁵ This performance measure ceases and is replaced by measure identified at footnote 1.

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
		Closing the Gap 2025-2028 ⁶					
1.7 Disability Services	Disability Services	Active NDIS participants	Number	14,145	15,460	15,332	N/A
1.7 Disability Services	Disability Services	Number of Authorised restrictive practices (% of active NDIS participants)	%	0.6	1.0	0.87	N/A
1.9 Local Government	Local Government	Proportion of councils that comply with the statutory requirements for Strategic Planning Documentation	%	79	80	83	80
1.9 Local Government	Local Government	Business days taken to complete a preliminary assessment of a complaint and provide advice to the complainant ⁷	Days	26	40	40	40
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Right to Information Requests responded to within statutory timeframes	%	77	100	84	100
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Documents provided to Cabinet within agreed timeframes	%	96	100	96	100
2.1 Support Services for Government, Ministerial Parliamentary Offices and	Premier	Draft responses to routine Ministerial correspondence actioned within 10 days of receipt	%	59	90	58	90

⁶ This is a new performance measure replacing performance measure identified at footnote 10.

⁷ Increase due to a significant increase in the volume and complexity of information and issues raised in complaints, including the need to obtain legal advice on some complaints prior to providing preliminary assessment advice.

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
Office of the Governor							
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	Premier	Percentage of Payroll and HR functions provided to Government House and MPS in agreed timeframes	%	100	100	100	100
2.2 Principal and Subordinate Legislation	Premier	Proportion of key clients that are satisfied that the legislation drafted for the client meets the relevant, and implementable policy intentions in a legally effective manner	%	97	99	97	99
2.2 Principal and Subordinate Legislation	Premier	Percentage of achievable legislative timings that have been met to enable the legislative priorities, and other critical legal or political obligations, of the Government, as a whole to be met	%	100	100	100	100
2.3 State Service Employment and Management	Premier	Percentage of assessment/approvals completed within 15 working days	%	97	90	90	90
2.3 State Service Employment and Management	Premier	Number of public data releases	Number	4	4	16 ⁸	16
2.3 State Service Employment and Management	Premier	Graduates	Number	38	32	32	40

⁸ Monthly routine disclosures have now been included in public data releases resulting in an additional 12 data releases that were not anticipated when the 2024-25 target was set.

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
2.3 State Service Employment and Management	Premier	School Based Trainees	Number	11	11	10	11
2.3 State Service Employment and Management	Premier	Enabling the Aboriginal Employment Strategy - participation rate of Senior Leaders in scheduled Cultural Respect Training	%	2.5 ⁹	20	5.53	10
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy Policy, and Service Delivery	Premier	Percentage of IT requests from Government House and MPS met within agreed service level agreement timeframes	%	87	100	82 ¹⁰	90 ¹¹
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy Policy, and Service Delivery	Madeleine Ogilvie MP Minister for Innovation, Science and Digital Economy	Percentage of Tasmanian Government departments that are adopting key digital policies	%	100	100	100	100
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy Policy, and Service Delivery	Premier	Service level agreement performance and compliance	%	89	>90	92	>91
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy	Premier	Proportion of whole-of-government contracts managed by Digital Strategy and Services that	%	100	100	100	100

⁹ The actual figure for the 2023-24 year in last year's annual report was the total number and not represented as a percentage. This has been corrected in the 2024-25 annual report.

¹⁰ Reduction in performance due to significant increase in volume of services (25 per cent) linked to machinery of government changes in 2024-25.

¹¹ A more realistic and achievable target has been set for 2025-26.

Output	Minister	Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Target	2024–25 Actual	2025–26 Target
Policy, and Service Delivery		are validated and current					
3.1 Digital Government and Information and Communications Technology (ICT) – Strategy Policy, and Service Delivery	Premier	Customer satisfaction	%	4	4	4	4
3.2 Management and Ongoing Development of Service Tasmania	Premier	Online Transactions – Customer Satisfaction	%	75	80	87	80
3.2 Management and Ongoing Development of Service Tasmania	Premier	Service Centres – Customer Satisfaction	%	85	90	84	90
3.2 Management and Ongoing Development of Service Tasmania	Premier	Contact Centre – Customer Satisfaction	%	82	90	85	90
3.3 Community Services	Community Services	Number of targeted funding agreement meetings with contracted service providers annually	%	100	100	100	100
3.3 Community Services	Community Services	Percentage of applicants satisfied with public grants program administration	%	96	95	95	95
3.3 Community Services	Community Services	New Seniors Cards issued	Number	6,971	5,000	6,940	6,500
3.3 Community Services	Community Services	New Companion Cards issued	Number	439	300	399	400
3.3 Community Services	Community Services	New Seniors Card Program Business Partners	Number	49	30	22	30

Output	Minister	Performance Measure	Unit of Measure	2023-24 Actual	2024-25 Target	2024-25 Actual	2025-26 Target
3.3 Community Services	Community Services	Number of new businesses, venues, events affiliated with the Companion Card Program	Number	2	3	3	3

Note: Outputs related to Aboriginal Heritage Tasmania reported in the 2023-24 Annual Report relocated to the Department of Natural Resources and Environment Tasmania (NRE Tas). Please refer to the NRE Tas annual report for the actual and target reporting.

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

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

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

DPAC, including the Head of the State Service, is responsible for delivering 22 of the recommendations in the PESRAC Final Report.

As of June 2025, DPAC has successfully completed 14 recommendations, with eight remaining in progress.

Completed recommendations

The following recommendations were successfully completed by DPAC during the 2024-25 period:

F-36

Status: Completed

The State Government should establish an ongoing scholarship funding pool to financially support leadership training for individuals that have demonstrated involvement in their local community.

DPAC allocated \$50,000 annually from 2021-24 to fund the Industry Governance Scholarship Program, designed to enhance leadership and strengthen governance within industry organisations. In partnership with the Tasmanian Council of Social Service (TasCOSS) and the University of Tasmania, DPAC was instrumental in co-designing the Gamechangers in Governance short course, which launched in October 2023. As of April 2025, the University of Tasmania continues to accept expressions of interest for the course, further advancing DPAC’s commitment to fostering governance training across the sector.

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

DPAC has developed and implemented the Surge Capacity Preparedness Project to enhance the whole-of-government response to emergencies. Based on feedback from agencies, the project produced the Surge Capacity Arrangements Report, which outlines the support mechanisms available during severe or extended emergencies. A key feature of the project is the introduction of a reserve surge support function, which allows staff from non-critical roles to be temporarily redeployed to assist in emergency efforts. To ensure ongoing preparedness, Surge Capacity Planning Guidelines have been rolled out across government departments. This initiative complements related work led by the Department of Treasury and Finance and other government processes.

Active recommendations

DPAC is progressing the eight remaining recommendations from the Final Report. A summary of the status of these recommendations is provided in the table below.

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

DPAC continues to progress this recommendation through two related projects: Tasmania's first Wellbeing Framework and a Tasmanian Sustainability Strategy. These initiatives aim to embed these principles into government decision-making and regulatory processes. This approach ensures that planning, approvals, and investments are not only efficient but also aligned with long-term environmental, social, and community outcomes.

Practical examples include the Macquarie Point Sustainable Development Policy, which guides responsible development, and the Renewable Energy Approval Pathway, which supports renewable energy projects while considering heritage, environmental, and community impacts.

Work on Tasmania's Sustainability Strategy is covered in the summary for recommendations F38-F42.

F38: The State Government should develop a sustainability vision and strategy for Tasmania, with ambitious goals, and concrete targets and actions.

F39: The strategy should immediately prioritise specific frameworks for: decarbonising the economy; water resource allocation, security and quality; adoption of circular economy principles; and ensuring a consistent and coordinated government approach to sustainability.

F40: The strategy should have a strong focus on environmental considerations, and include wider aspects of sustainability including social factors, and ensuring decisions account for the interests of future generations.

F41: The strategy should be focussed on Tasmanian priorities but be aligned with the United Nations Sustainable Development Goals.

F42: The State Government should strongly promote the idea that all Tasmanians are responsible for our environmental performance and have a part to play in achieving the strategy. Everyone is responsible and everyone should contribute through their actions.

DPAC is leading the development of a whole-of-government Sustainability Strategy, bringing together current work across government that supports long-term social, economic, and environmental outcomes. This includes initiatives such as the Climate Change Act, the Tasmanian Renewable Energy Target, the Waste Action Plan, and programs aimed at improving gender equality, literacy, and numeracy.

The strategy has been informed by extensive consultation, including six focus-group workshops held in Hobart, Launceston, and Burnie in 2022 with participants from across government, industry, and the community. Further public feedback was gathered through discussion papers and an online consultation platform launched in 2023. Government agencies reviewed a draft strategy in late 2024, with the final version currently being finalised and scheduled for public release by the end of 2025.

F-43

Status: Underway

The State Government should review funding models for community service organisations to implement the following principles:

- **be long-term (to provide certainty to service providers so they can invest in staff and systems);**
- **have very clear deliverables and outcomes (co-designed with providers where relevant, and informed by people, places, and priorities);**
- **be designed to deliver flexible and adaptable service provision; and**
- **require appropriate transparency and accountability.**

DPAC is leading a cross-agency project to transition community sector organisations to longer-term funding agreements. This work is being progressed through the Community Services Funding Review Steering Committee and Working Group.

In early 2025, a proposed multi-stage implementation model was developed in consultation with stakeholders. Given the scale and complexity of the project, stage one focuses on transitioning recurrent funding arrangements for community service peak bodies, with practical completion targeted for end of 2025.

A consistent framework of definitions and criteria has been established to guide implementation, and consultation with peak bodies is underway. Further stages of the project will address broader recurrent funding across the sector, taking into account related work led by the Department of Treasury and Finance and other agencies.

F-51

Status: Underway

The State Government should develop a structured process for identifying high-consequence risks to which the community is exposed and develop and implement mitigating strategies for these risks.

DPAC is strengthening Tasmania’s strategic approach to high-consequence risks by incorporating strategic foresight into emergency management processes. In 2023, DPAC led a cross-agency pilot exploring a strategic foresight framework developed by the University of Tasmania. In 2024, DPAC developed a structured process to identify strategic priorities for building disaster resilience and mitigating Tasmania’s systemic risks, as part of the new Tasmanian Disaster Resilience Strategy. DPAC is on track to complete this process by December 2025, fulfilling the response to this recommendation.

Recommendations completed in previous years

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

- F-06 Agency heads should drive, and be held accountable for, a public-sector-wide culture that proactively engages with major investment proponents.

- F-07 The Australian and State Governments should reinvigorate the Joint Commonwealth and Tasmanian Economic Council.

- F-29 Throughout the recovery period, the State Government should provide broad guidance for people travelling interstate about the circumstances under which Tasmanians will be required to quarantine upon return.

- F-31 The State Government should ensure that the Food Security Strategy expands school lunch programs to include broader school and community access, adopts a place-based approach tailored to local needs, establishes strong links with local agricultural and hospitality businesses while offering training opportunities for participants, and is designed to be scalable to efficiently manage any increase in demand for emergency food relief.

- F-34 The State Government should prioritise improving digital inclusion across Tasmanian communities by setting clear whole-of-government KPIs for closing the digital divide in access, affordability, and digital ability.

- F-35 The State Government and its agencies should fund community-led recovery activities that enhance community connections, focus on prevention and early intervention in issues like violence and substance misuse, and promote innovative volunteer engagement strategies.

- F-37 The State Government should support community-based events by sharing COVID-19 risks. The proposed approach should include a capped amount of financial coverage where COVID-19 suppression measures materially impact the running of the event.

- F-44 Ministers and agencies should identify and communicate what services and activities will be delayed, suspended or reduced to permit resources to be devoted to priority recovery activities.

- F-47-50 Recommendations relating to the structural reform of Tasmania's local government sector.

Our finances

Our financial statements for 2024-25 were submitted to the Auditor-General on 14 August 2025.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were certified on 19 September 2025.

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

The comprehensive result on the Statement of Comprehensive income is a surplus of \$1.1 million.

DPAC received \$477.0 million in controlled operating appropriation revenue. This was an increase of \$42.0 million compared to the prior year primarily due to:

- provision of disaster relief grants following flooding in Southern Tasmania and storms in Northern Tasmania in late August and early September 2024 (\$11.5 million)
- the increase in size of the House of Assembly and other budget pressures within Ministerial and Parliamentary Services (\$10.5 million)
- one off election commitments funded in the 2024-25 Budget (\$9.4 million).

Table 1.5 DPAC budgeted and actual expenditure for 2024–25

Output Group	Budgeted Expenditure \$'000	Actual Expenditure \$'000
MPS01 – Support for Members of Parliament	41,254	41,399
DPC01 – Support for Executive Decision Making	24,568	21,203
DPC02 – Government Processes and Services	17,880	19,013
DPC03 – Electronic Services for Government Agencies and the Community	55,189	55,336
DPC04 – State Service Management	9,144	14,183
DPC05 – Security and Emergency Management	24,379	24,522
DPC06 – Local Government	4,962	3,158
DPC07 – Community Partnerships and Priorities	379,694	358,878
DPC91 – Grants and Subsidies	1,144
Capital Investment Program	250	185
Total	557,320	539,022

Our compliance report

Appeals process

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

Asset management

DPAC uses its Strategic Asset Management Plan (SAMP) to align departmental assets with service demand to achieve the best possible match with our service delivery.

The SAMP is 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.

DPAC reviewed its SAMP during 2022–23 and it was endorsed by the Treasurer in 2023–24. A review of the SAMP will be undertaken in 2025-26.

Grants, contributions and election commitments

During 2024-25, DPAC processed 25,978 individual grant deeds and contribution payments to fund a range of support for Tasmanian communities. A summary of these payments is shown below in Table 1.6.

Table 1.6 DPAC grant payments by program

	2025 \$'000
Election Commitment Grants (2024 Election)	19,464
Community Sector Organisation grants (including peak body funding)	18,282
Emergency Food Grant Fund – Severe weather event 2024	10,515
Family Violence and Family Support Programs	9,068
Disability Services	7,831
Keeping Children Safe	5,398
Recovery and Resilience Grants (including Flood Assistance Grants)	2,967
Other Grants, Subsidies, Donations and Contributions	2,251
Child and Youth Wellbeing Strategy	1,643
Other Specific Purposes Grants	1,403
Closing the Gap Capacity Building Fund	1,215
Emergency Food Relief Grants	1,084
Premier's Discretionary Fund	391
Election Commitment Grants (2021 Election)	310
Strategic Regional Partnership	6
Total	81,828

Leases

Through effective management of the department's portfolio of leasehold properties, DPAC aims to:

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

Legislation administered

As at 30 June 2025, the department administered 64 Acts on behalf of the premier and other ministers. The full list of legislation that we administered is at Appendix B.

Table 1.7 Breakdown of the number of Acts by ministerial portfolio

Minister portfolio	Number of Acts
Premier	49
Minister for Aboriginal Affairs	1
Minister for Community Services	3
Minister for Disability Services	2
Minister for the Environment	1
Minister for Innovation, Science and the Digital Economy	1
Minister for Local Government	4
Minister for Veterans' Affairs	3

All legislation, including any amending Acts, can be found in the *Administrative Arrangement Order (No.2) 2024* on the Tasmanian Legislation website.

Pricing policies for goods and services

Digital Strategy and Services charges for telecommunications and computing services.

The Tasmanian Training Consortium, incorporated within the State Service Management Office, charges for training services.

Service Tasmania charges Tasmanian Government departments, Government Business Enterprises, and other external organisations such as Marine and Safety Tasmania, local government and Australian Government agencies for services delivered through Service Tasmania service centres, and/or the Government Contact Centre.

DPAC bases its pricing policy on cost recovery. Cost includes direct salaries, employer superannuation contributions, all operating expenditure, rental, fringe benefits tax, provision for annual and long service leave entitlements and, in some cases, provision for capital reinvestment.

Procurement

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

During 2024–25, DPAC undertook 118 procurement processes (refer Attachment D: Procurement statistics) including requests for tender, requests for quotation and direct or limited sourcing engagements. This resulted in 170 individual contracts being awarded valued at \$50,000 or greater (excluding GST). Of these contracts, 126 were awarded to Tasmanian businesses.

The total value of contracts awarded, valued at over \$50,000 each, was \$37,706,765 (excluding GST). The total value of these contracts awarded to Tasmanian businesses was \$23,668,660 (excluding GST), this represents approximately 63 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 2024–25 are provided in Appendix D.

Protecting privacy

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

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

In 2024-25, there were no requests under the *Personal Information Protection Act 2004* from people seeking access to, or the update of, their personal information held by the department.

Public Interest Disclosures – public access to information on our decisions

Under section 86 of the *Public Interest Disclosures Act 2002*, we are required to report on any disclosures made about improper conduct by our public officers or by the department. During 2024-25:

- 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 reflects the Model Procedures and Guidelines issued by the Ombudsman in November 2020 and was updated in August 2024. The procedures, which include information on how a person may make a disclosure, are available on the DPAC website at www.dpac.tas.gov.au/public_interest_disclosures

Publications

In 2024-25 DPAC business units produced 34 publications. You can find a list of our publications in Appendix C – Publications and websites.

For copies of our publications visit www.dpac.tas.gov.au or contact the Strategic Communications and Media Unit via email at communications@dpac.tas.gov.au

Related trusts and boards

The Dorset Council Board of Inquiry was established by the Minister for Local Government in July 2023. The Board of Inquiry provided its initial report to the minister in April 2024. Following a direction by the minister to reconsider its report, the board provided its final report in October 2024. The board has now been dissolved.

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).

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

During 2024-25, 87 applications for assessed disclosure were determined compared with 62 in 2023-24.

Of the 87 applications determined in 2024-25:

- information was provided in full for 21 applications
- partial information was provided for 14 applications
- information was determined to be fully exempt from release in four applications
- 21 applications were transferred in full
- no applications were refused
- 15 applications were withdrawn
- no information was held for 12 applications.

Ten applications received in the 2023–24 financial year were determined in the 2024–25 financial year.

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

Of the 87 applications determined in 2024–25:

- 50 were determined for the department
- 30 were determined for the Premier

- five were determined for the Minister for Innovation, Science and the Digital Economy
- one was determined for the Minister for Aboriginal Affairs
- one was determined for the Minister for Veterans Affairs.

Three applications were received and accepted in 2024-25 and were yet to be determined.

Three applications were received in 2024-25 and were yet to be accepted.

DPAC seeks to use assessed disclosure as a method of last resort. Information was provided actively without assessment in response to 12 applications for assessed disclosure received in 2024-25.

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

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

Risk management

DPAC is committed to fostering a strong risk culture in which risk management is embedded in the strategic direction of the agency and the effective delivery of services and outputs.

The Governance and Risk Group was created in December 2024 to drive and implement enterprise-wide risk management across the department.

In 2024–25, DPAC continued to implement its Risk Roadmap to further enhance risk maturity. This included the establishment of a set of contemporary strategic risks, aligned with outcomes from the recent governance review. A new and improved system has also been implemented to record incidents, hazards, breaches, and non-compliances, supporting better oversight and response.

DPAC actively considers new and emerging risks to identify potential exposures and implement appropriate management and mitigation strategies.

The Risk and Audit Committee provides oversight of the department's risk management framework and internal audit program. This program is designed to strengthen assurance processes and address strategic risks. Formal reporting to, and from, the committee has been improved to support more informed governance.

To support continuous improvement, DPAC engages in both internal and external reviews to assess performance and enhance outcomes. During the reporting period, the department partnered with its internal audit provider, WLF Accounting and Advisory, to conduct a series of targeted audits examining the effectiveness of controls in managing key risks and ensuring compliance.

Internal audits conducted in 2024–25 included:

- Conflicts of interest
- Budget management
- Right to Information
- Access controls and sensitive data management.

DPAC has taken steps to address relevant recommendations arising from these audits. The Risk and Audit Committee continues to monitor progress to ensure timely and effective implementation.

Statutory Office Holders

Director of Local Government

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

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

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

Table 1.8 Total remuneration paid to the Director, Local Government

2024-25	SALARY \$'000	OTHER BENEFITS \$'000	SUPERANNUATI ON \$'000	TOTAL \$'000
Michael Mogridge Director of Local Government	169	19	25	213

State Recovery Advisor

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

The State Recovery Advisor:

- ensures recovery plans and arrangements are prepared and maintained
- implements effective collaboration and governance to achieve a consistent approach to recovery across government
- supports or coordinates recovery during and after emergencies
- advises government on recovery needs and issues
- carries out any recovery related functions requested by the Premier and the Ministerial Committee for Emergency Management.

DPAC, through Resilience and Recovery Tasmania, supports the State Recovery Advisor by:

- maintaining the State Recovery Plan
- supporting recovery governance including the State Recovery Committee and interagency Recovery Working Group
- undertaking whole-of-government emergency management policy, planning and preparedness
- building the capacity of all recovery partners to support community-centred disaster recovery
- coordinating social recovery and other related recovery activities
- overseeing and reporting on recovery activities across government agencies
- coordinating public information for major emergency events.

The State Recovery Advisor continued to oversee Tasmania's long-term recovery from COVID-19, the Hillcrest Primary School tragedy, the October 2022 floods, the August/September 2024 severe weather event and the 2025 North-West bushfires.

Regulator (Burial and Cremation)

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

In January 2024, the *Burial and Cremation Regulations 2015* were amended to include 'water cremation' (using a chemical process called alkaline hydrolysis) as a new form of cremation. The availability of water cremation increases choice for people by providing an alternative way for their remains to be dealt with after they die. It is considered an environmentally sustainable method when compared with other methods, including traditional cremation. The State's first water cremation facility in Tasmania has been approved by the regulator in Southern Tasmania and the first water cremation took place in June 2024.

This year the regulator has also provided ongoing instruction to The Hutchins School regarding a redevelopment within the school boundaries when human remains were discovered while laying of new building foundations. The regulator worked with the school to ensure both appropriate sensitivity towards the site and legislative compliance, while also enabling the site's development for future generations of students to enjoy.

Websites

As at 30 June 2025, DPAC managed 34 websites for DPAC and the Premier's Office.

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

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Abbreviations

AASB Australian Accounting Standards Board

AFL Australian Football League

AFLW Australian Football League Women's

ATO Australian Taxation Office

COI Commission of Inquiry

CGS Community and Government Services Group

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

DLO Department Liaison Officer

DPAC Department of Premier and Cabinet

DSS Digital Strategy and Services

FTE Full-time Equivalent

HoSS Head of the State Service

HRIS Human Resource Information System

ICT Information and Communications Technology

IFRS International Financial Reporting Standards

KPIs Key Performance Indicators

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

MPS Ministerial and Parliamentary Services

MTS Ministerial Transport Services

NDIS National Disability Insurance Scheme

NPA National Partnership Agreement

OLG Office of Local Government

PESRAC Premier's Economic and Social Recovery Council

PIDA *Public Interest Disclosure Act 73*

PPS Property and Procurement Services

SAMP Strategic Asset Management Plan

SES Senior Executive Service

SSA State Service Act

SSMO State Service Management Office

SSR State Service Regulation

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

TasCOSS Tasmanian Council of Social Service

TI Treasurer's Instructions

TSS Tasmanian State Service

TSSR Tasmanian State Service Review

WHS Work Health and Safety

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Appendix A: Department of Premier and Cabinet Financial Statements for the year ended 30 June 2025



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 2025 and the financial position as at end of the year.

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



Kathrine Morgan-Wicks
Secretary

6 October 2025

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

Opinion

I have audited the financial statements of the Department of Premier and Cabinet (the Department), which comprises the statement of financial position as at 30 June 2025 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 signed 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 2025 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.

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 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.



David Bond
Assistant Auditor-General
Delegate of the Auditor-General

23 September 2025
Hobart

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Department of Premier and Cabinet

Statement of Comprehensive Income for the year ended 30 June 2025

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations				
Revenue from Government				
Appropriation revenue - operating	6.1	488,560	477,001	435,010
Appropriation revenue - capital	6.1	250	250	855
Appropriation revenue - rollover	6.1	9,001	7,673	4,375
Contributions received	6.5	206	762
Grants	6.2	15,667	11,757	11,135
Sales of goods and services	6.3	37,568	29,129	28,980
Other revenue	6.4	3,368	14,425	10,489
Total revenue from continuing operations		554,414	540,441	491,606
Net gain/(loss) on statutory receivables	7.2	(303)	(649)
Net gain/(loss) on write-off of statutory receivables		(43)
Net gain/(loss) on non-financial assets	7.1	2	(2)	(3)
Total income from continuing operations		554,416	540,136	490,911
Expenses from continuing operations				
Employee benefits	8.1	91,897	96,562	87,559
Superannuation	8.1	14,980	12,861	11,373
Depreciation	8.2	1,769	3,042	2,098
Amortisation	8.2	1,124	573
Supplies and consumables	8.3	70,763	56,390	50,610
Grants and subsidies	8.4	98,791	81,828	58,564
Finance costs	8.5	190	743	324
Contributions provided	8.6	276,900	285,850	282,246
Transfers to the Public Account		14	154
Other expenses	8.7	2,030	608	1,034
Total expenses from continuing operations		557,320	539,022	494,534
Net result from continuing operations		(2,904)	1,114	(3,623)
Net result		(2,904)	1,114	(3,623)
Comprehensive result		(2,904)	1,114	(3,623)

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

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

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

Department of Premier and Cabinet

Statement of Financial Position as at 30 June 2025

		2025	2025	2024
		Budget	Actual	Actual
	Notes	\$'000	\$'000	\$'000
Assets				
Financial Assets				
Cash and cash equivalents	13.1	5,304	8,702	10,997
Receivables	9.1	13,296	5,334	6,699
Non-financial assets				
Property, plant and equipment	9.2	3,064	6,261	3,971
Right-of-use assets	9.3	6,160	13,443	9,625
Intangibles	9.4	1,572	2,987	3,685
Other non-financial assets	9.5	2,370	4,042	3,459
Total assets		31,766	40,769	38,436
Liabilities				
Financial Liabilities				
Payables	10.1	3,294	1,966	6,602
Non-financial Liabilities				
Employee benefit liabilities	10.3	19,123	23,243	22,265
Lease liabilities	10.2	7,223	14,648	10,482
Contract liabilities	10.5	1,092	1,160	905
Total liabilities		30,732	41,017	40,254
Net assets (liabilities)		1,034	(248)	(1,818)
Equity				
Accumulated Funds		1,034	(705)	(1,818)
Contributed Capital		457
Total equity		1,034	(248)	(1,818)

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

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

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

Department of Premier and Cabinet

Statement of Cash Flows for the year ended 30 June 2025

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts - operating		488,560	477,001	435,010
Appropriation receipts - capital		250	250	855
Appropriation receipts - rollover		9,001	7,673	4,375
Grants - continuing operations		15,667	11,754	11,135
Sales of goods and services		37,612	31,185	29,046
GST receipts		24,632	13,192	12,092
Other cash receipts		3,368	16,462	21,747
Total cash inflows		579,090	557,517	514,260
Cash outflows				
Employee benefits		(91,747)	(94,964)	(84,881)
Superannuation		(14,977)	(12,615)	(10,899)
Finance costs		(190)	(743)	(318)
GST payments		(24,443)	(13,286)	(11,462)
Supplies and consumables		(70,761)	(61,245)	(52,927)
Transfers to Public Account		(14)	(154)
Grants and subsidies		(98,037)	(81,769)	(58,623)
Transfer payments to other Government entities		(277,654)	(288,924)	(282,194)
Other expense		(2,029)	(607)	(1,037)
Total cash outflows		(579,838)	(554,167)	(502,494)
Net cash from/(used by) operating activities	13.2	(748)	3,350	11,766
Cash flows from investing activities				
Cash outflows				
Cash outflow on administrative restructure		(167)
Payment for acquisition of non-financial assets		(79)	(3,718)	(4,362)
Total cash outflows		(79)	(3,885)	(4,362)
Net cash from/(used by) investing activities		(79)	(3,885)	(4,362)
Cash flows from financing activities				
Cash inflows				
Lease incentive - Right-of-use asset		361
Total cash inflows		361

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Cash outflows				
Repayment of leases liabilities (excluding interest)		(366)	(1,760)	(1,257)
Total cash outflows		(366)	(1,760)	(1,257)
Net cash from/(used by) financing activities		(366)	(1,760)	(896)
Net increase/(decrease) in cash and cash equivalents held				
		(1,193)	(2,295)	6,508
Cash and cash equivalents at the beginning of the reporting period		6,497	10,997	4,489
Cash and cash equivalents at the end of the reporting period	13.1	5,304	8,702	10,997

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

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

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

Department of Premier and Cabinet

Statement of Changes in Equity for the year ended 30 June 2025

	Notes	Contributed Equity	Accumulated Funds	Total Equity
		\$'000	\$'000	\$'000
Balance as at 1 July 2024		(1,818)	(1,818)
Net Result		1,114	1,114
Total Comprehensive Result		1,114	1,114
Transactions with owners in their capacity as owners:				
Administrative restructure - Distributions to owners	12	457	457
Total		457	457
Balance as at 30 June 2025		457	(704)	(248)

	Notes	Contributed Equity	Accumulated Funds	Total Equity
		\$'000	\$'000	\$'000
Balance as at 1 July 2023		(1,265)	3,069	1,805
Net Result		(3,623)	(3,623)
Total Comprehensive Result		(3,623)	(3,623)
Transactions with owners in their capacity as owners:				
Transfer between equity classifications		1,265	(1,265)
Total Transactions with owners in their capacity as owners		1,265	(1,265)
Balance as at 30 June 2024		(1,818)	(1,818)

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 2025

NOTE 1 Administered financial statements

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

1.1 Schedule of Administered Income and Expenses

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Administered revenue				
Appropriation revenue – operating				
Homes Tasmania		114,031	90,389	88,549
Items Reserved by Law- <i>Tasmanian Community Fund Act 2005</i>		8,462	8,309	8,196
Grants		33,079
Total administered revenue		155,572	98,698	96,745
Administered expenses				
Grants and subsidies				
Homes Tasmania		147,110	90,389	88,549
Tasmanian Community Fund		8,462	8,309	8,196
Total administered expenses		155,572	98,698	96,745
Administered net result	

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

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

Explanations of material variances between budget and actual outcomes are provided in Note 15.1 of the accompanying notes.

NOTE 2 Departmental output schedules

2.1 Output group information

Comparative information has not been restated for external administrative restructures.

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

(I) Ministerial and Parliamentary Support Output Group

Output group 01 - Support for Members of Parliament

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	39,408	42,108	31,596
Other revenue	1,363	738	1,141
Total revenue from continuing operations	40,771	42,846	32,737
Expenses from continuing operations			
Salaries and wages	22,515	27,526	20,960
Superannuation	2,899	3,300	2,438
Other employee expenses	518	27	42
Depreciation	816	1,664	966
Advertising and promotion	348	219
Communications	320	170	151
Consultants	5	148
Information technology	604	527	251
Maintenance	284	827	486
Operating lease costs	581	520
Other employee related expenses	96	61
Other supplies and consumables	1,745	1,121	973
Property services	9,785	3,979	3,430
Travel and transport	1,522	703	882
Finance costs	175	420	192
Contributions provided	10
Other expenses	71	105	118
Total expenses from continuing operations	41,254	41,399	31,847
Net result from continuing operations	(483)	1,447	890
Net result	(483)	1,447	890
Comprehensive Result	(483)	1,447	890

Output group 01 - Support for Members of Parliament

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Expense by output			
1.1 Support for Ministers and Parliament	31,522	27,905	24,345
1.2 Support for Members of the House of Assembly	9,732	13,494	7,502
Total	41,254	41,399	31,847
Net Assets			
Total assets deployed for Output Group 01	5,529	12,552	8,142
Total liabilities incurred for Output Group 01	(10,442)	(14,775)	(11,822)
Net assets deployed for Output Group 01	(4,913)	(2,223)	(3,680)

(I) Department of Premier and Cabinet Output Groups

Output group 01 - Support for Executive Decision Making

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	24,559	20,175	12,576
Other revenue	1,362	32
Total revenue from continuing operations	24,559	21,537	12,608
Expenses from continuing operations			
Salaries and wages	13,022	6,902	6,236
Superannuation	2,832	995	878
Other employee expenses	133	13	11
Depreciation and amortisation	52	45	10
Advertising and promotion	5	36	234
Sitting fees	648	171
Communications	94	27	19
Consultants	1,706	2,453	596
Information technology	47	222	62
Maintenance	4	65	41
Operating lease costs	59	6
Other employee related expenses	153	49
Other supplies and consumables	2,325	452	205
Property services	443	74	119
Travel and transport	86	169	64
Grants and transfer payments	3,800	5,439	4,261
Finance costs	5	1

Output group 01 - Support for Executive Decision Making

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Contributions provided	3,417	461
Other expenses	19	29	55
Total expenses from continuing operations	24,568	21,203	13,478
Net result from continuing operations	(9)	334	(870)
Net result	(9)	334	(870)
Comprehensive Result	(9)	334	(870)
Expense by output			
1.1 Strategic Policy and Advice	24,568	21,203	13,479
Total	24,568	21,203	13,479
Net Assets			
Total assets deployed for Output Group 01	59	669	84
Total liabilities incurred for Output Group 01	(707)	(2,062)	(1,698)
Net assets deployed for Output Group 01	(648)	(1,393)	(1,614)

Output group 02 - Government Processes and Services

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	14,603	14,795	13,225
Other revenue	144	574	1,320
Grants	135	132	123
Sale of goods and services	3,023	163	4
Total revenue from continuing operations	17,905	15,664	14,672
Net gain/(loss) on write off of statutory receivables	(43)
Net gain/(loss) on statutory receivables	(16)	(649)
Total income from continuing operations	17,905	15,648	13,980
Expenses from continuing operations			
Salaries and wages	10,072	10,056	8,065
Superannuation	1,355	1,360	1,199
Other employee expenses	259	49	100
Depreciation and amortisation	93	266	207
Advertising and promotion	181	143	130
Communications	119	47	67
Consultants	1,879	341	146
Information technology	1,366	2,058	1,002
Maintenance	84	94	401
Operating lease costs	119
Other employee related expenses	233	314
Other supplies and consumables	947	904	1,210
Property services	834	2,103	1,153
Travel and transport	174	129	192
Grants and transfer payments	469	394	306
Finance costs	1	37	29
Contributions provided	556	26
Transfers to the Public Account	14	154
Other expenses	47	116	159
Total expenses from continuing operations	17,880	19,019	14,860
Net result from continuing operations	25	(3,371)	(880)
Net result	25	(3,371)	(880)
Comprehensive Result	25	(3,371)	(880)
Expense by output			
2.1 Management of Executive Government Processes	10,743	12,424	9,411
2.2 Principal and Subordinate Legislation	3,864	2,482	2,712

Output group 02 - Government Processes and Services

	2025	2025	2024
	Budget	Actual	Actual
	\$'000	\$'000	\$'000
2.3 Corporate Support to Parliamentary Offices and Office of the Governor	3,273	4,113	2,736
Total	17,880	19,019	14,860
Net Assets			
Total assets deployed for Output Group 02	4,813	1,685	4,903
Total liabilities incurred for Output Group 02	(1,932)	(3,345)	(3,353)
Net assets deployed for Output Group 02	2,881	(1,660)	1,549

Output group 03 - Electronic Services for Government Agencies and the Community

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	21,755	24,594	24,271
Contribution received	206	762
Other revenue	106	1,065	(238)
Grants	900
Sale of goods and services	30,583	27,972	27,319
Total revenue from continuing operations	53,344	53,837	52,114
Net gain/(loss) on disposal of non-financial assets statutory	(2)
Net gain/(loss) on statutory receivables	(287)
Total income from continuing operations	53,344	53,548	52,114
Expenses from continuing operations			
Salaries and wages	21,780	25,089	23,178
Superannuation	3,050	3,446	3,005
Other employee expenses	469	57	40
Depreciation and amortisation	320	1,585	1,087
Advertising and promotion	71	118	50
Communications	13,356	11,093	12,018
Consultants	80	73	55
Information technology	8,541	9,153	8,586
Maintenance	154	627	387
Operating lease costs	1,081	111	85
Other employee related expenses	396	127
Other supplies and consumables	4,237	943	706
Property services	1,652	1,523	1,935
Travel and transport	284	289	192
Grants and transfer payments	38
Finance costs	14	186	72
Contributions provided	574	1,106
Other expenses	62	73	70
Total expenses from continuing operations	55,189	55,336	52,701
Net result from continuing operations	(1,845)	(1,788)	(586)
Net result	(1,845)	(1,788)	(586)
Comprehensive Result	(1,845)	(1,788)	(586)
Expense by output			
3.1 Information, Technology and Digital Services Strategy and Policy Development	3,892	3,434	3,871

Output group 03 - Electronic Services for Government Agencies and the Community

	2025	2025	2024
	Budget	Actual	Actual
	\$'000	\$'000	\$'000
3.2 Management and Ongoing Development of Service Tasmania	23,686	27,368	22,759
3.3 Delivery of IT Services	27,611	24,534	26,071
Total	55,189	55,336	52,701
Net Assets			
Total assets deployed for Output Group 03	10,143	19,132	20,321
Total liabilities incurred for Output Group 03	(9,738)	(11,188)	(9,802)
Net assets deployed for Output Group 03	405	7,944	10,519

Output group 04 - State Service Management

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	6,593	7,736	12,489
Other revenue	861	4,126	982
Sale of goods and services	1,519	985	1,635
Total revenue from continuing operations	8,973	12,847	15,106
Expenses from continuing operations			
Salaries and wages	5,340	6,394	4,600
Superannuation	780	871	621
Other employee expenses	245	8	6
Depreciation and amortisation	15	93	45
Advertising and promotion	14	2	5
Communications	23	4	2
Consultants	4	259	169
Information technology	977	3,986	1,388
Maintenance	2	11	48
Operating lease costs	45	37
Other employee related expenses	100	196
Other supplies and consumables	1,263	1,914	1,052
Property services	242	187	166
Travel and transport	58	69	30
Grants and transfer payments	1,981
Finance costs	12	10
Contributions provided	166	215	1,017
Other expenses	15	13	23
Total expenses from continuing operations	9,144	14,183	11,396
Net result from continuing operations	(171)	(1,336)	3,710
Net result	(171)	(1,336)	3,710
Comprehensive Result	(171)	(1,336)	3,710
Expense by output			
4.1 State Service Employment and Management	9,144	14,183	11,396
Total	9,144	14,183	11,396
Net Assets			
Total assets deployed for Output Group 04	1,520	1,396	2,260
Total liabilities incurred for Output Group 04	(1,361)	(2,734)	(2,233)
Net assets deployed for Output Group 04	159	(1,338)	27

Output group 05 - Security and Emergency Management

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	18,612	20,918	9,720
Other revenue	114	85	1,043
Grants	5,685	3,578	1,696
Total revenue from continuing operations	24,411	24,581	12,459
Expenses from continuing operations			
Salaries and wages	2,684	3,805	3,689
Superannuation	401	536	496
Other employee expenses	27	13	35
Depreciation and amortisation	125	74
Advertising and promotion	2	124	289
Communications	22	18	11
Consultants	101	391	88
Information technology	693	397	419
Maintenance	1	17	65
Operating lease costs	40	48
Other employee related expenses	77	82
Other supplies and consumables	2,162	417	125
Property services	6	118	325
Travel and transport	44	112	76
Grants and transfer payments	16,530	13,726	1,717
Finance costs	2	2
Contributions provided	4,554	4,682
Other expenses	1,706	50	290
Total expenses from continuing operations	24,379	24,522	12,513
Net result from continuing operations	32	59	(54)
Net result	32	59	(54)
Comprehensive Result	32	59	(54)
Expense by output			
5.1 Security and Emergency Management	24,379	24,522	12,513
Total	24,379	24,522	12,513
Net Assets			
Total assets deployed for Output Group 05	1,352	1,810	1,895
Total liabilities incurred for Output Group 05	(512)	(982)	(1,092)
Net assets deployed for Output Group 05	840	828	803

Output group 06 - Local Government

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	4,775	3,073	6,785
Other revenue	81	172	63
Grants	137	84
Sale of goods and services	5	23
Total revenue from continuing operations	4,998	3,245	6,955
Expenses from continuing operations			
Salaries and wages	3,405	2,349	4,278
Superannuation	491	353	599
Other employee expenses	50	4	1
Depreciation and amortisation	3	12	30
Advertising and promotion	12	11	62
Communications	14	1	4
Consultants	343	89	545
Information technology	34	67	239
Maintenance	1	7	70
Operating lease costs	77	12	18
Other employee related expenses	2	39
Other supplies and consumables	247	24	153
Property services	199	29	293
Sitting members fees	176	332
Travel and transport	50	14	52
Grants and transfer payments	821
Finance costs	1	2
Other expenses	36	7	38
Total expenses from continuing operations	4,962	3,158	7,576
Net result from continuing operations	36	87	(621)
Net result	36	87	(621)
Comprehensive Result	36	87	(621)
Expense by output			
6.1 Local Government	2,574	2,553	3,698
6.2 State Planning Office ¹	2,388	605	3,879
Total	4,962	3,158	7,576
Net Assets			
Total assets deployed for Output Group 06	(6)	(442)	(321)

Output group 06 - Local Government

	2025	2025	2024
	Budget	Actual	Actual
	\$'000	\$'000	\$'000
Total liabilities incurred for Output Group 06	(790)	(578)	(1,269)
Net assets deployed for Output Group 06	(796)	(1,020)	(1,590)

Note:

1. Output 6.2 State Planning Office transferred to the Department of State Growth from 1 November 2024 because of a restructure of administrative arrangements. More information about this administrative restructure can be found at Note 12.2.

Output group 07 - Community Partnerships and Priorities

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Revenue from appropriation	367,256	351,274	328,722
Other revenue	699	6,304	5,257
Grants	8,810	6,902	8,936
Sale of goods and services	2,438	8	(1)
Total revenue from continuing operations	379,203	364,488	342,914
Net gain/(loss) on disposal of non-financial assets statutory	2
Total income from continuing operations	379,205	364,488	342,914
Expenses from continuing operations			
Salaries and wages	11,299	14,238	16,284
Superannuation	3,172	2,000	2,136
Other employee expenses	79	39	34
Depreciation and amortisation	470	377	250
Advertising and promotion	451	118	257
Client services	553	487
Communications	202	58	32
Consultants	312	926	271
Information technology	140	606	1,622
Maintenance	9	177	510
Operating lease costs	409	62	53
Other employee related expenses	218	263
Other supplies and consumables	8,107	830	1,144
Property services	317	264	742
Sitting members fees	135	214
Travel and transport	215	326	541
Grants and transfer payments	76,784	62,268	49,477
Finance costs	79	17
Contributions provided	277,654	275,389	273,760
Other expenses	74	215	282
Total expenses from continuing operations	379,694	358,878	348,374
Net result from continuing operations	(489)	5,610	(5,459)
Net result	(489)	5,610	(5,459)
Comprehensive Result	(489)	5,610	(5,459)
Expense by output			
7.1 Disability Services	287,783	285,378	270,086
7.2 Community Services	25,813	23,900	23,839

Output group 07 - Community Partnerships and Priorities

	2025	2025	2024
	Budget	Actual	Actual
	\$'000	\$'000	\$'000
7.3 Community Development	28,510	21,645	12,214
7.4 Child and Youth Wellbeing	9,687	9,281	9,607
7.5 Tasmania's Third Family and Sexual Violence Action Plan: Survivors at the Centre 2022-2027	19,402	12,204	19,218
7.6 Women's Policy	660	1,062	1,860
7.7 Veterans' Affairs	623	746	567
7.8 Office of Aboriginal Affairs	1,993	2,842	5,648
7.9 Aboriginal Heritage Tasmania ¹	5,223	1,820	5,335
Total	379,694	358,878	348,374
Net Assets			
Total assets deployed for Output Group 07	7,633	3,862	900
Total liabilities incurred for Output Group 07	(5,222)	(5,353)	(8,986)
Net assets deployed for Output Group 07	2,411	(1,491)	(8,086)

Note:

- Output 7.9 Aboriginal Heritage Tasmania transferred to the Department of Natural Resources and Environment Tasmania from 1 November 2024 because of a restructure of administrative arrangements. More information about this administrative restructure can be found at Note 12.1.

Output group 91 - Grants and Subsidies

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Income from continuing operations			
Other revenue	888
Grants	1,144	296
Total revenue from continuing operations	1,144	1,184
Expenses from continuing operations			
Contributions provided	1,144	1,184
Total expenses from continuing operations	1,144	1,184
Net result from continuing operations
Net result
Comprehensive Result
Expense by output			
	1,144	1,184
Total	1,144	1,184

Capital Investment Program

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue - works and services	250	250	855
Total revenue and other income from transactions	250	250	855
Expenses from transactions			
Grants	250
Advertising and promotion	5
Information technology	10	386
Maintenance	36	29
Other supplies and consumables	181
Property services	139	2
Travel and transport	2
Total expenses from transactions	250	185	604
Net result from transactions (net operating balance)	65	251
Net Result	65	251
Comprehensive Result	65	251
Expense by project			
Service Tasmania Shops Capital Investment	250	185	39
Cyber Security	565
Total	250	185	604
Net assets			
Total assets deployed for Capital Investment Program	719	105	251
Total liabilities incurred for Capital Investment Program
Net assets deployed for Capital Investment Program	719	105	251

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

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Total comprehensive result of Output Groups	(2,904)	1,114	(3,623)
Comprehensive result	(2,904)	1,114	(3,623)

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

	2025 Actual \$'000	2024 Actual \$'000
Total net assets deployed for Output Groups	(248)	(1,818)
Reconciliation to net assets		
Assets unallocated to Output Groups
Liabilities unallocated to Output Groups
Net Assets	(248)	(1,818)

NOTE 3 Expenditure under Australian Government Funding Arrangements

	State Funded		Australian Government Funding	
	2025	2024	2025	2024
	Actual \$'000	Actual \$'000	Actual \$'000	Actual \$'000
National Partnership Program				
Environment				
Management of the World Heritage Values of Tasmanian Wilderness	541	1,151
Recreational Fishing and Camping Facilities	84
Regional Drought Resilience Planning	44	112	490	473
Disaster Ready Fund	2,852	1,274
Community Services (including Disability)				
Changing Places	78
Municipal and Essential Services Transition Fund (Cape Barron Island)	7	2,052
Family, Domestic and Sexual Violence Support	1,630	2,371
Family, Domestic and Sexual frontline and community	4,401	1,848
Emergency Food Relief	1,710	1,300
Housing				
Social Housing Accelerator Payment	1,144	296
Total	44	1,822	11,143	10,850

NOTE 4 Explanations of material variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2024-25 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.

4.1 Statement of comprehensive income

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation revenue – rollover	a)	9,001	7,673	(1,328)	(15)
Grants	b)	15,667	11,754	(3,910)	(25)
Sales of goods and services	c)	37,568	29,129	(8,439)	(22)
Other revenue	d)	3,368	14,425	11,057	328
Superannuation	e)	14,980	12,861	(2,119)	(14)
Depreciation	f)	1,769	3,042	1,273	72
Amortisation	g)	1,124	1,124	100
Supplies and Consumables	h)	70,763	56,390	(14,373)	(20)
Grants and subsidies	i)	98,791	81,828	(16,963)	(17)
Finance costs	j)	190	743	553	291
Other expenses	k)	2,030	608	(1,422)	(70)

Notes to Statement of Comprehensive Income variances

- a) The lower than budgeted Appropriation revenue – rollover reflects the transfer of funding to the Department of Natural Resources and Environment Tasmania for the Royal Commission into National Natural Disaster Arrangements (\$1,211,000) and the administrative restructure for the State Planning Office with remaining rollover funding transferring to Department of State Growth (\$117,000).
- b) The lower than budgeted Grants primarily reflects lower revenue than expected for the Disaster Ready Fund and Family, Domestic and Sexual Violence Support National Partnership Arrangements. Further, the Budget included funding for the Management of the World Heritage Values of Tasmanian Wilderness National Partnership Arrangement. Responsibility for this National Partnership Agreement (NPA) transferred to the Department of Natural Resources and Environment Tasmania from 1 November 2024 under the administrative restructure.
- c) The lower than budgeted Sales of goods and services primarily reflects lower than expected revenue across various outputs including Output 3.3 Delivery of IT Services, Output 4.1 State Service Employment and Management and Output 7.2 Community Services. These variances were primarily due to misclassification in the 2024-25 Original Budget for revenue as Sales of goods and services rather than Other revenue.
- d) The higher than budgeted Other revenue primarily reflects contributions from the Community Support Levy to the Gambling Support Program (\$5,229,000), contributions from the Department of Health for the Human Resources Transformation Project (\$3,265,000), reimbursement of expenditure from the Department for Education, Children and Young People for the Youth Justice Facility (\$1,425,000), reimbursement of expenditure from the Department of Treasury and Finance for the Cyber Hubs

Program (\$722,000) and reimbursement of expenditure from the Department for Education, Children and Young People for the Healthy Lunches Program (\$519,000).

- e) The lower than budgeted Superannuation expenditure primarily reflects lower than expected Superannuation for Output 1.1 Strategic Policy and Advice. This variance was primarily due to misclassification in the 2024-25 Original Budget for expenditure as Superannuation rather than Employee benefits.
- f) The higher than budgeted Depreciation expenditure primarily reflects higher than expected Depreciation for Ministerial and Parliamentary Support related to Right-of-Use Assets for Electorate Office leases.
- g) Amortisation expenditure primarily reflects amortisation for the MyServiceTas digital platform that was not reflected in the original budget.
- h) The lower than budgeted Supplies and consumables primarily reflects lower than budgeted expenditure for Ministerial and Parliamentary Services (\$5,912,000), lower than budget Supplies and Consumables expenditure for Output 7.5 Tasmania's Third Family and Sexual Violence Action Plan: Survivors at the Centre 2022-2027 (\$5,678,000) and lower than budgeted expenditure for Output 3.3 Delivery of IT Services (\$2,807,000). These variances were primarily due to misclassification in the 2024-25 Original Budget for expenditure as Supplies and Consumables rather than Salaries and Other transfer payments.
- i) The lower than budgeted Grants and subsidies primarily reflects lower than budgeted expenditure for grants related to Output 7.1 Disability Services (\$9,056,000) and lower than budgeted expenditure for grants related to election and other grant commitments for Community Services and Community Development (\$8,340,000).
- j) The higher than budgeted Finance costs reflects the additional cost of servicing new leases for Ministerial and Parliamentary Support Electorate Offices due to the increase in the size of the House of Assembly to 35 seats and Service Tasmania Shops.
- k) The lower than budgeted other expenses reflects lower than anticipated disaster relief payments within Output 5.1 Security and Emergency Management.

4.2 Statement of financial position

Budget estimates for the 2024-25 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2023-24. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2024-25. The following variance analysis therefore includes major movements between the 30 June 2024 and 30 June 2025 actual balances.

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000	Variance Budget \$'000	Variance Actual \$'000
Cash and cash equivalents	a)	5,304	8,702	10,997	3,398	(2,295)
Receivables	b)	13,296	5,334	6,699	(7,962)	(1,365)
Property, plant, equipment and leasehold improvements	c)	3,064	6,261	3,971	3,197	2,290
Right-of-use assets	d)	6,160	13,443	9,625	7,283	3,818
Intangibles	e)	1,572	2,987	3,685	1,415	(698)
Other non-financial assets	f)	2,370	4,042	3,459	1,672	583
Payables	g)	3,294	1,966	6,602	(1,328)	(4,636)
Employee Benefits Liability	h)	19,123	23,243	22,265	4,120	978
Lease liabilities	i)	7,223	14,648	10,482	7,425	4,166

Notes to Statement of Financial Position - Budget variances

Variations are primarily due to:

- a) The higher than budgeted Cash and cash equivalents reflects higher cash balances as at 30 June 2025 for Output 3.2 Management and Ongoing Development of Service Tasmania (\$2,608,000), Output 3.3 Delivery of IT Services (\$1,847,000) and Output 7.2 Community Services (\$910,000), offset by lower than budgeted Cash and cash equivalents for Output 2.1 Management of Executive Government Processes (\$1,939,000).
- b) The lower than budgeted Receivables reflects lower receivables balances for Output 7.1 Disability Services (\$5,644,000), Output 2.1 Management of Executive Government Processes (\$1,465,000) and Output 4.1 State Service Employment and Management (\$501,000).
- c) The higher than budgeted Property, plant, equipment and leasehold improvements primarily reflects capitalisation of fit out costs for Ministerial and Electorate Offices and associated equipment due to the increase in the size of the House of Assembly (\$2,993,000).
- d) The higher than budgeted Right-of-use assets primarily reflects leases of Ministerial and Electorate Offices (\$3,931,000) due to the increase in the size of the House of Assembly, lease of office accommodation for the Disability Commissioner (\$1,786,000) and leases of Service Tasmania shops (\$1,733,000).
- e) The higher than budgeted Intangibles reflects the capitalisation of the MyServiceTas digital portal (\$1,034,000).
- f) The higher than budgeted Other non-financial assets reflects higher than anticipated prepayments mainly related to software for Output 3.3 Delivery of IT Services.
- g) The lower than budgeted Payables reflects lower than anticipated accrued expenses.
- h) The higher than budgeted Employees benefits liability is primarily due to higher liabilities than estimated in Output 1.1 Strategic Policy and Advice (\$1,306,000), Output 4.1 State Service Employment and Management (\$1,259,000), Ministerial and Parliamentary Support (\$1,165,000) and Output 3.2 Management and Ongoing Development of Service Tasmania (\$770,000).

- i) The higher than budgeted Lease liabilities reflects various new leases signed during 2024-25 in particular electorate offices (\$3,810,000) due to the increase in the size of the House of Assembly, office accommodation for the Disability Commissioner (\$1,865,000) and Service Tasmania shops (\$1,509,000).

Notes to Statement of Financial Position - Actual variances

Variations are primarily due to:

- a) The decrease in Cash and cash equivalents compared to the prior year reflects reduced cash balances for Executive Government Processes (\$2,848,000) and Service Tasmania (\$1,097,000) offset by increases in Community Services (\$1,523,000).
- b) The decrease in Receivables compared to the prior year reflects reduced receivables balances for accrued revenue (\$584,000).
- c) The increase in Property, plant, equipment and leasehold improvements primarily reflects capitalisation of fit out costs for Ministerial and Electorate Offices and associated equipment due to the increase in the size of the House of Assembly (\$2,469,000).
- d) The increase in Right-of-use assets primarily reflects leases of Ministerial and Electorate Offices due to the increase in the size of the House of Assembly (\$1,958,000), leases of Service Tasmania shops (\$1,488,000) and the leasing of office accommodation for the Disability Commissioner (\$719,000).
- e) The decrease in Intangibles reflects amortisation of Intangible assets.
- f) The increase in Other non-financial assets reflects higher prepayments primarily related to software purchases for Output 3.3 Delivery of IT Services.
- g) The decrease in Payables reflects lower accrued expenses primarily related to a one-off \$3,277,000 accrual related to Family Violence in 2023-24.
- h) The increase in Employee benefits liability is primarily due to increased recreation leave liability (\$579,000) and higher accrued salaries (\$509,000).
- i) The increase in Lease liabilities reflects various new leases signed during 2024-25, in particular electorate offices, due to the increase in the size of the House of Assembly (\$2,213,000), Service Tasmania shops (\$1,516,000) and office accommodation for the Disability Commissioner (\$785,000).

4.3 Statement of cash flows

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation receipts – rollover	a)	9,001	7,673	(1,328)	(15)
Grants – continuing operations	b)	15,667	11,754	(3,913)	(25)
Sales of goods and services	c)	37,612	31,185	(6,427)	(17)
GST receipts	d)	24,632	13,192	(11,440)	(46)
Other cash receipts	e)	3,368	16,462	13,094	389
Superannuation	f)	(14,977)	(12,615)	2,362	(16)
Finance costs	g)	(190)	(743)	(553)	291
GST payments	h)	(24,443)	(13,286)	11,157	(46)
Supplies and consumables	i)	(70,761)	(61,245)	9,516	(13)
Grants and subsidies	j)	(98,037)	(81,769)	16,268	(17)
Other expenditure	k)	(2,029)	(607)	1,422	(70)
Payment for acquisition of non-financial assets	l)	(79)	(3,718)	(3,639)	461
Repayment of leases liabilities	m)	(366)	(1,760)	(1,394)	381

Notes to Statement of Cash Flows variances

Variations are primarily due to:

- a) The lower than budgeted Appropriation receipts – rollover reflects the transfer of funding to the Department of Natural Resources and Environment Tasmania for the Royal Commission into National Natural Disaster Arrangements (\$1,211,000) and the administrative restructure for State Planning Office with remaining rollover funding transferring to Department of State Growth (\$117,000).
- b) The lower than budgeted Grants primarily reflects lower receipts than expected for the Disaster Ready Fund and Family, Domestic and Sexual Violence Support National Partnership Arrangements. Further, the Budget included funding for the Management of the World Heritage Values of Tasmanian Wilderness National Partnership Arrangement. Responsibility for this NPA transferred to the Department of Natural Resources and Environment Tasmania from 1 November 2024 under the administrative restructure.
- c) The lower than budgeted Sales of goods and services primarily reflects lower than expected receipts across various outputs including Output 3.3 Delivery of IT Services, Output 4.1 State Service Employment and Management and Output 7.2 Community Services. These variances were primarily due to misclassification in the 2024-25 Original Budget for revenue as Sales of goods and services rather than Other revenue.
- d) The variance in GST receipts reflects actual GST credits received from the Australian Taxation Office (ATO).
- e) The higher than budgeted Other cash receipts primarily reflects contributions from the Community Support Levy to the Gambling Support Program (\$5,229,000), contributions from the Department of Health for the Human Resources Transformation Project (\$3,501,000), reimbursement of expenditure from the Department for Education, Children and Young People for the Youth Justice Facility (\$1,425,000), reimbursement of expenditure from the Department of Treasury and Finance for the Cyber Hubs Program (\$722,000) and reimbursement of expenditure from the Department for Education, Children and Young People for the Healthy Lunches Program (\$519,000).
- f) The lower than budgeted Superannuation expenditure primarily reflects lower than expected Superannuation for Output 1.1 Strategic Policy and Advice. This variance was primarily due to misclassification in the 2024-25 Original Budget for expenditure as Superannuation rather than Employee benefits.
- g) The higher than budgeted Finance costs reflects the additional cost of servicing new leases for Ministerial and Parliamentary Support Electorate Offices and Service Tasmania Shops.

- h) The variance in GST payments reflects actual GST payments to the ATO.
- i) The lower than budgeted Supplies and consumables primarily reflects lower than budgeted payments for Ministerial and Parliamentary Services (\$5,680,000), lower than budgeted Communications costs for Output 3.3 Delivery of IT Services (\$1,466,000), lower than budgeted expenditure for Output 5.1 Security and Emergency Management (\$1,267,000) and lower than budgeted Information Technology expenditure for Output 3.2 Management and Ongoing Development of Service Tasmania (\$1,208,000). These variances were primarily due to misallocation in the 2024-25 Original Budget for expenditure as Supplies and Consumables rather than Salaries and Other transfer payments.
- j) The lower than budgeted Grants and subsidies primarily reflects lower than budgeted expenditure for grants related to Output 7.1 Disability Services (\$8,558,000) and lower than budgeted expenditure for grants related to election and other grant commitments related to Community Services and Community Development (\$7,899,000).
- k) The lower than budgeted Other expenses reflects lower than anticipated disaster relief payments within Output 5.1 Security and Emergency Management.
- l) The higher than budgeted payment for acquisition of non-financial assets reflects capitalised fit out costs for electorate offices due to the increase in the size of the House of Assembly to 35 seats (\$2,672,000) and continued development of the MyServiceTas Digital Portal (\$491,000).
- m) The higher than budgeted repayment of lease liabilities is primarily due to payments for electorate offices due to the increase in the size of the House of Assembly to 35 seats (\$545,000) and Service Tasmania shops (\$434,000).

NOTE 5 Underlying net result

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

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

	Notes	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Net result from transactions (net operating balance)		(2,904)	1,114	(3,623)
Less impact of:				
Non-operational capital funding				
Revenue from Government - works and services	6.1	250	250	855
Total		250	250	855
Underlying Net operating balance		(3,154)	864	(4,478)

NOTE 6 Revenue

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

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

6.1 Revenue from Government

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

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

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

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Continuing operations			
Appropriation revenue - operating			
Current year	487,829	476,442	434,800
Items Reserved by Law:			
<i>Child Safety Reform Implementation Monitor Act 2024</i>	358	186
<i>Parliamentary Salaries, Superannuation and Allowances Act 2012</i>	373	373	210
	488,560	477,001	435,010
Appropriation revenue - capital	250	250	855
Appropriation Rollover under section 23 of the <i>Financial Management Act 2016</i>	9,001	7,673	4,375
Total revenue from Government from continuing operations	497,811	484,924	440,240

6.2 Grants

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

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

	2025	2024
	Actual	Actual
	\$'000	\$'000
Grants with sufficiently specific performance obligations		
Family, Domestic and Sexual Violence Frontline and Community Workers	4,402	1,848
Disaster Ready Fund	3,063	1,174
Family, Domestic and Sexual Violence Support	1,630	2,371
Social Housing Accelerator Payment	1,144	296
Management of the World Heritage Values of the Tasmanian Wilderness	541	1,193
Regional Drought Resilience Planning	515	473
Australian Institute for Health and Welfare	245
National Australia Day Council	132	123
Changing Places Implementation	78
Municipal and Essential Services Transition Fund (Cape Barren Island)	7	2,052
Emergency Flood Relief	1,300
Other grants	221
Recreational Fishing & Camping Facilities	84
Total	11,757	11,135

Family, Domestic and Sexual Violence (FDSV) Frontline and Community Workers

The Australian Government has committed \$169.4 million over four years to create 500 new jobs for community organisations through the 500 Workers Initiative. This initiative is part of the extension of the National Partnership on FDSV Responses 2021-23 and aims to bolster support for victim-survivors of family, domestic, and sexual violence. The department has claimed \$4,402,000 from Finance-General in 2024–25. Finance-General holds a balance of \$27,000 as at 30 June 2025 for this National Partnership Arrangement.

Disaster Ready Fund

Grants received for Disaster Ready Fund are part of the Australian Government's National Partnership Arrangement for Disaster Resilience and Risk Reduction. The department has claimed \$3,063,000 from Finance-General in 2024–25. Finance-General holds a balance of \$17,827,000 as at 30 June 2025 for this National Partnership Arrangement.

Family, Domestic and Sexual Violence Support

This National Partnership Arrangement is an agreement between the Australian Government and the state and territory Governments to deliver support for family, domestic, and sexual violence responses. Grants revenue of \$1,630,000 represents the amount claimed from Finance-General in 2024-25. Finance-General holds a balance of \$3,471,000 as at 30 June 2025 for this National Partnership Arrangement.

Social Housing Accelerator Payment

Grants received for the Social Housing Accelerator Payment are part of the Australian Government's National Partnership Arrangement for social housing. These grants are reimbursements of expenditure incurred by Homes Tasmania to provide this initiative. The Department has claimed \$1,144,000 from Finance-General in 2024-25. Responsibility for this National Partnership Arrangement transferred to the Department of State Growth from 1 November 2024 as part of amended administrative arrangements. See Note 12.4 for further details.

Management of the World Heritage Values of the Tasmanian Wilderness

This National Partnership Arrangement assists with managing Aboriginal cultural values and increasing the involvement of Aboriginal people in connecting with, managing and interpreting those values within the Tasmanian Wilderness World Heritage Area. Grants revenue of \$541,000 represents the amount received from Finance-General in 2024-25. Responsibility for this National Partnership Arrangement transferred to the Department of Natural Resources and Environment Tasmania from 1 November 2024 as part of amended administrative arrangements. See Note 12.1 for further details.

Regional Drought Resilience Planning

Grants received for the Regional Drought Resilience Planning are part of the Australian Government's National Partnership Arrangement for Regional Drought Resilience Planning. Grants revenue of \$515,000 represents the amount claimed from Finance-General in 2024-25. Finance-General holds a balance of \$181,000 as at 30 June 2025 for this National Partnership Arrangement.

Australian Institute for Health and Welfare

Grants received from the Australian Institute for Health and Welfare of \$245,000 are provided for improved outcomes for disabled Tasmanians.

National Australia Day Council

Grants received from the National Australia Day Council in 2024-25 of \$132,000 were provided for Australia Day celebrations.

Changing Places Implementation

This National Partnership Arrangement covers 40 per cent of costs for delivering changing places facilities at Launceston. Changing Places facilities are essential services that enable people with high support needs to actively participate in the community and enhance community accessibility.

Municipal and Essential Services Transition Fund (Cape Barren Island)

This Grant is provided by the Australian Government to support the provision of municipal and essential services to Cape Barren Island. Grants revenue of \$7,000 represents the amount claimed from Finance-General in 2024-25. Responsibility for this National Partnership Arrangement transferred to the Department of Natural Resources and Environment Tasmania from 1 November 2024 as part of amended administrative arrangements. See Note 12.1 for further details.

6.3 Sales of goods and services

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

The following goods and services are provided by the department:

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

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

	2025	2024
	Actual	Actual
	\$'000	\$'000
Sale of goods and services		
TASINET charges	18,536	18,827
Service Tasmania transaction fees and contributions	3,635	3,135
Computing Services	3,155	3,049
Network Tasmania (NT) contract management	2,620	2,174
Training Services	985	1,668
Other	197	126
Total	29,128	28,980

6.4 Other revenue

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

	2025	2024
	Actual	Actual
	\$'000	\$'000
Other revenue		
Donations and Contributions	5,145	4,342
Recoveries and reimbursements	4,852	2,566
Transfers from other agencies	3,486	1,721
Salary reimbursements	844	1,775
Paid parental leave	76	85
Other	22
Total	14,425	10,489

6.5 Contributions received

Contributions of assets at no cost of acquisition are recognised at their fair value when the department obtains control of the asset, it is probable that future economic benefits comprising the contribution will flow to the department and the amount can be measured reliably.

	2025	2024
	Actual	Actual
	\$'000	\$'000
Fair value of assets transferred at no cost	206	762
Total	206	762

NOTE 7 Net gains/(losses)

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

Gains or losses from the disposal of non-financial assets are recognised when control of the asset is terminated.

	2025 Actual \$'000	2024 Actual \$'000
Net gain/(loss) on disposal of physical assets	(2)	(3)
Total	(2)	(3)

7.2 Net gain/(loss) on financial instruments and statutory receivables/payables

Financial assets are impaired under the expected credit loss approach required under *AASB 9 Financial Instruments*. The expected credit loss is recognised for all debt instruments not held at fair value through profit or loss.

Key Judgement

An impairment loss using the expected credit loss method for all trade debtors uses a lifetime expected loss allowance. The expected loss rates are based upon historical observed loss rates that are adjusted to reflect forward looking macroeconomic factors.

For other financial instruments that are not trade receivables, contract assets or lease receivables, the department has measured the expected credit loss using a probability-weighted amount that takes into account the time value of money and forward-looking macroeconomic factors.

	2025 Actual \$'000	2024 Actual \$'000
Write off-of statutory receivable not included in Expected Credit Loss	(43)
Statutory receivable	(303)	(649)
Total net gain/(loss) on financial instruments	(303)	(692)

NOTE 8 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.

8.1 Employee benefits

(a) Employee expenses

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

	2025	2024
	\$'000	\$'000
Employee benefits		
Wages and salaries	83,142	73,379
Annual leave	7,236	6,785
Long service leave	1,950	3,627
Sick leave	3,403	2,869
Other post-employment benefits	620	630
Other employee expenses	211	268
Total	96,562	87,559
Superannuation		
Superannuation - defined contribution scheme	10,027	8,508
Superannuation - defined benefit scheme	2,834	2,865
Total	12,861	11,373

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

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 11.5 per cent (2023-24: 11 per cent) of salary. In addition, departments are also required to pay into the Public Account a "gap" payment equivalent to 3.45 per cent (2023-24: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of key management personnel

2025	Short-term benefits		Long-term benefits		Termination Benefits ¹²	Total
	Salary	Other Benefits	Superannuation	Other Benefits & Long-Service Leave		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Key management personnel						
Kathrine Morgan-Wicks Secretary	685	32	79	(33)	763
Shane Gregory Associate Secretary (Commenced 12 August 2024)	397	62	46	36	541
Noelene Kelly Deputy Secretary Community and Government Services	263	22	34	12	331
Melissa Gray Deputy Secretary Policy and Reform	263	32	30	(18)	307
Mathew Healey Deputy Secretary Strategy and Delivery	268	55	35	17	375
Amanda Russell Deputy Secretary State Service Management Office	275	28	36	18	357
Lisa Howes Chief Governance and Risk Officer	223	15	26	6	270
Jacqueline Wilson² Chief Financial Officer (ceased 28 March 2025)	148	(4)	17	(63)	98
Justin Thurley Chief Information Officer	223	31	26	280
Courtney Hurworth Chief Reform Lead – Keeping Children Safe	229	(2)	27	25	279
Courtney Ingham Director Executive and Government Services	113	26	13	5	157

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

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

¹³ Termination benefits include payment of leave balances on separation and any other termination benefit paid.

2024	Short-term benefits		Long-term benefits		Termination Benefits ¹⁴	Total
	Salary	Other Benefits	Superannuation	Other Benefits & Long-Service Leave		
	\$'000	\$'000	\$'000	\$'000		
Key management personnel						
Kathrine Morgan-Wicks Secretary (commenced 22 April 2024)	111	42	12	130	295
Jennifer Gale Secretary (ceased 12 April 2024)	402	(51)	82	(95)	165	503
Craig Limkin Associate Secretary (1 July 2023 – 30 October 2023)	131	(63)	14	(29)	54
Robert Williams Associate Secretary	393	40	45	13	491
Amanda Russell Director State Service Management Office	251	25	34	10	320
Melissa Gray Reform Lead – Keeping Children Safe	232	26	33	10	301
Courtney Ingham Director Office of the Secretary (commenced 1 February 2024)	108	4	16	5	133
Graham Poskitt Director, TSS HRIS Transformation Program (commenced 1 January 2024)	88	8	11	6	112
Jacqueline Wilson Director Corporate Services (1 July 2023 – 30 September 2023)	45	22	6	6	80
Jacqueline Honey Manager Community Grants (1 April 2024 – 30 June 2024)	37	9	5	8	59

2024	Short-term benefits		Long-term benefits		Termination Benefits ¹⁵	Total
	Salary \$'000	Other Benefits \$'000	Superannuation \$'000	Other Benefits & Long-Service Leave \$'000		
Acting key management personnel						
Noelene Kelly Acting Deputy Secretary Government Services	241	30	35	25	331
Mathew Healey Acting Deputy Secretary Policy and Intergovernmental Relations (11 September 2023 - 30 June 2024)	225	12	28	6	271
Courtney Hurworth Acting Deputy Secretary Community Partnerships and Priorities (27 September 2023 – 10 June 2024)	105	16	15	13	149
Todd Crawford Acting Deputy Secretary Policy and Intergovernmental Relations (1 July 2023 – 11 September 2023)	41	22	6	69
Lauren Parr Manager, Office of the Secretary (ceased 4 February 2024)	8	1	9
Total	2,419	142	344	107	165	3,177

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

Remuneration during 2024-25 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.

Terminations

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

(c) Remuneration of Ministers

	Short-term benefits		Long-term benefits			
2025	Salary	Other Benefits	Superannuation	Post-Employment Benefits	Other Benefits & Long-Service Leave	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Ministers	3,243	165	311	3,719
Total	3,243	165	311	3,719

	Short-term benefits		Long-term benefits			
2024	Salary	Other Benefits	Superannuation	Post-Employment Benefits	Other Benefits & Long-Service Leave	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Ministers	2,804	142	257	3,203
Total	2,804	142	257	3,203

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

(d) Related party transactions

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 significant related party transactions requiring disclosure.

8.2 Depreciation and amortisation

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

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

Key estimate and judgement

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

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

Depreciation	Depreciation period	2025 \$'000	2024 \$'000
Information technology equipment	3-5 years	123	209
Leasehold improvements	Over the life of the lease or 10 years	807	516
Plant and equipment	10 years	2
Right-of-use assets	Over the life of the lease	2,110	1,372
Total		3,042	2,098

Amortisation	Amortisation period	2025 \$'000	2024 \$'000
Intangible assets	3 years	1,124	573
Total		1,124	573
Total Depreciation and amortisation		4,166	2,671

8.3 Supplies and consumables

	2025	2024
	\$'000	\$'000
Information technology	17,025	13,956
Communications	11,419	12,303
Lease expense	7,794	7,602
Consultants	4,537	2,018
Other supplies and consumables	3,260	1,683
Contractors, training fees and expenses	2,167	2,939
Travel and transport	1,810	2,032
Other property services	1,633	1,329
Minor equipment purchases and maintenance	1,626	1,757
Sitting fees	965	724
Advertising and promotion	900	1,252
Training and conferences	738	620
Printing and information	676	580
Recruitment	537	497
Meetings/committee expenses	461	444
Materials and supplies	322	238
Building and infrastructure	255	279
Entertainment	103	163
Audit fees - financial audit	100	97
Audit fees - internal audit	62	96
Total	56,390	50,610

Lease expense includes lease rentals for short-term leases, lease of low-value assets and variable lease payments. Refer to note 10.2 for breakdown of lease expenses and other lease disclosures.

Audit fees paid or payable to the Tasmanian Audit Office for the audit of the department's financial statements were \$100,000 (2023-24 \$97,000).

8.4 Grants and subsidies

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.

	2025	2024
	\$'000	\$'000
Election Commitment Grants (2024 Election)	19,464
Community Sector Organisation grants (including Peak Body Funding)	18,282	22,819
Emergency Food Grant Fund – Severe Weather Event 2024	10,515
Family Violence and Family Support Programs	9,068	6,917
Disability Services	7,831	7,465
Keeping Children Safe	5,398	5,191
Recovery and Resilience Grants (including Flood Assistance Grants)	2,967	1,717
Other Grants, Subsidies, Donations and Contributions	2,251	2,323
Child and Youth Wellbeing Strategy	1,643	2,315
Other Specific Purposes Grants	1,403	1,635
Closing the Gap Capacity Building Fund	1,215	1,594
Emergency Food Relief Grants	1,084	3,010
Premier's Discretionary Fund	391	300
Election Commitment Grants (2021 Election)	310	662
Strategic Regional Partnership	6	1,051
Cape Barren Island Municipal and Essential Services	743
State Planning Office Grants	685
Local Government Grants	136
Total	81,828	58,564

Election Commitment Grants (2024 Election)

These grants are related to election commitments made during the 2024 Election campaign. These grants were provided primarily for enhancing essential public services, investing in infrastructure across the state and for providing cost of living relief to communities. These grants are set out in the 2024-25 Tasmanian Budget papers.

Community Sector Organisation grants (including Peak Body Funding)

These grants represent peak body funding agreements and other community and disability service grants including those that support sexual assault and family violence support services.

Emergency Food Grant Fund – Severe Weather Event 2024

Grants provided to individuals impacted by the August/September 2024 floods and storms causing significant damage and disruption to power supply, telecommunications networks and road closures. This grant also includes recovery and restoration assistance for individuals who have incurred substantial property damage.

Grants provided to Individual Tasmanians including Emergency assistance, Temporary Living Support and Emergency Food Grants during the September 2024 flood and storm event in Northern and Southern Tasmania and the February 2025 fire event on the West Coast.

Family Violence and Family Support Programs

These grants are provided to various community organisations such as Sexual Assault Support Services Inc, Laurel House, Engender Equality, CatholicCare Tasmania, and Anglicare Tasmania to aid Tasmanians, and deliver crisis and non-crisis support services including personal and financial counselling services for Tasmanians impacted by family and sexual violence.

Disability Service

These grants were provided to various organisations to provide the community with information, support and advocacy services, as well as sexual assault and family violence support services. This includes:

- \$1.5 million provided to St Giles to support their transition to a new business model while continuing to deliver vital therapy services to children in Tasmania.
- \$3.8 million provided to Sexual Assault Support Service and \$1.7 million provided to Laurel House to deliver a range of specialist community-based services which empower, and support individuals and families affected by sexual violence.

Keeping Children Safe

These grants were provided to various community organisations such as Laurel House, Sexual Assault Support Services Inc and Relationships Australia, in response to the Commission of Inquiry report to deliver Prevention, Assessment, Support and Treatment Programs, and to facilitate a range of specialist community-based services, to plan and coordinate the 2025 Courageous Conversations Symposium in Northern Tasmania, and to deliver Trauma Informed Therapeutic art workshops.

Recovery and Resilience Grants

Recovery and Resilience grants include Disaster Ready Fund grants provided to:

- various local councils for providing solutions to reduce flood risk, and
- University of Tasmania for Natural Hazards Atlas for Tasmania mapping and research.

Recovery and Resilience grants also include grants provided to:

- local councils for the purchase of equipment and resources to support the operations of emergency evacuation and recovery centres that provide support to community members impacted by emergency events.
- Volunteering Tasmania to assist with continued emergency volunteering responses to weather events.

Other grants, subsidies, donations, and contributions

This grouping of grants takes in various minor grants programs that the department administers including:

- Australia Day events
- Heating allowance grants
- Veterans' Health and Wellbeing voucher programs
- Grants provided for Veterans' affairs and RSLs projects grants
- School lunch program
- LGBTIQ+ grants
- University of Tasmania – Judith Liauw grant
- Elder abuse prevention grants
- Youth Week Tasmania grants
- Teddy Sheean VC Memorial grants
- International Women's Day small grants
- Frank MacDonald Memorial Prize grants
- Cameron Baird Scholarships
- Reconciliation Tasmania Core Operations Grant
- Volunteering Tasmania Awards and Safeguarding Volunteers project funding
- Tasmanian Women's Strategy 2022-25
- Funding provided to Hobart Legacy and Launceston Legacy.

Child and Youth Wellbeing Strategy

Grants were provided to various community groups and Local Government to implement programs and capital improvements. This incorporates grants provided under the Premier's Fund for Children and Young People, which provides grants of up to \$50,000 for projects that increase children and young people's participation in recreational or social activities.

Other specific purpose grants

Other grants provided to support migrant communities, Aboriginal communities, youth initiatives and delivery of other events and activities across Tasmania.

Closing the Gap Capacity Building Fund

Grants to Aboriginal Community-Controlled Organisations to build their capacity - so they can deliver services in their local community that specifically address Closing the Gap targets.

Emergency Food Relief Grants

This program provides grants to Loaves and Fishes, Foodbank of Tasmania and Mobile Food Vans for the provision of emergency food relief programs.

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, statewide or local significance. This program is funded under Output 2.1 – Management of Executive Government Processes.

Election Commitment Grants (2021 Election)

These grants are related to election commitments made during the 2021 Election campaign. This includes funding provided to Cradle Coast Authority to establish a presence of Enterprize Tasmania in Cradle Coast Region.

Strategic Regional Partnerships

These grants were focusing on leveraging Tasmania's unique strengths and addressing key issues such as workforce development, economic growth, and environmental sustainability. Various regional councils received grants that contributed towards their public infrastructure beautification and upgrade, regional development, and their priority projects. This program transferred to the Department of State Growth on 1 November 2024.

8.5 Finance costs

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

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

	2025	2024
	\$'000	\$'000
Interest expense		
Interest on leases liabilities	743	324
Total	743	324

8.6 Contributions provided

Contributions provided free of charge by the department are recognised as an expense when fair value can be reliably determined.

	2025	2024
	\$'000	\$'000
Voluntary transfer of activities between Departments	19,406	25,518
Fair value of assets transferred at no cost		
Service Tasmania Rapid Antigen Tests	206	762
Other		
Transfer Payments - National Disability Insurance Agency	265,545	255,210
Transfer Payments - Local Government	590	688
Transfer Payments - Other	103	68
Total	285,644	281,484

Note:

1. Transfer Payments – National Disability Insurance Agency reflects the Tasmanian Government's contribution to the National Disability Insurance Scheme.

8.7 Other expenses

Expenses from ordinary activities are recognised when it is probable that the consumption or loss of future economic benefits resulting in a reduction in assets and/or an increase in liabilities has occurred and the consumption or loss of future economic benefits can be measured reliably.

	2025	2024
	\$'000	\$'000
Other Financial Assistance	40	309
Workers Compensation Premiums	568	725
Total	608	1,034

NOTE 9 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.

9.1 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 recorded inclusive of GST (where applicable).

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.

For ageing analysis of financial assets, refer to note 14.1

	2025	2024
	\$'000	\$'000
Receivables	7,178	8,240
less Expected credit loss provision	(1,844)	(1,541)
Total	5,334	6,699
Sale of goods receivable	74	177
Tax assets – Goods and Services Tax	841	818
Other receivables	2,575	3,276
Accrued revenue	1,844	2,428
Total	5,334	6,699
Settled within 12 months	5,334	6,699
Settled in more than 12 months
Total	5,334	6,699

a) Reconciliation of movement in expected credit loss for receivables

	2025	2024
	\$'000	\$'000
Carrying Amount at 1 July	1,541	892
Increase/(decrease) in provision recognised in profit or loss	303	649
Amounts written off during the year
Amounts recovered during the year
Total	1,844	1,541

Note:

The recognition of a provision for expected credit loss reflects the department's estimate of losses related to debtors transferred from the former Department of Communities Tasmania, Delivery of IT Services and Service Tasmania.

9.2 Property, plant, equipment and leasehold improvements

Key Estimates and Judgements

(i) Valuation basis

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

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

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

(ii) Subsequent costs

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

(iii) Asset recognition threshold

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

Assets valued at less than the threshold amount are charged to the Statement of Comprehensive Income in the year of purchase.

a) Carrying amount

	2025	2024
	\$'000	\$'000
Leasehold improvements		
At cost	9,200	5,675
Less: Accumulated depreciation	(3,319)	(2,544)
Total	5,881	3,131
Plant, equipment and vehicles		
At cost	34	8
Less: Accumulated depreciation	(10)	(8)
Total	24
Information Technology Equipment		
At cost	1,546	1,515
Less: Accumulated depreciation	(1,285)	(1,355)
Total	261	160
Work in progress		
Leasehold improvements at cost	96	681
Total	96	681
Total Property, plant and equipment	6,261	3,971

b) Reconciliation of movements

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

2025	Leasehold improvements	Plant, equipment & vehicles	Information technology equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying value at 1 July	3,131	160	681	3,971
Additions	2,881	26	224	96	3,227
Disposals	(8)	(8)
Transfers between asset classes	681	(681)
Depreciation and amortisation	(804)	(2)	(123)	(929)
Carrying value at 30 June	5,881	24	261	96	6,261

2024	Leasehold improvements	Plant, equipment & vehicles	Information technology equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying value at 1 July	2,593	300	252	3,144
Additions	1,026	69	457	1,552
Disposals
Net transfers	29	(29)
Depreciation and amortisation	(516)	(209)	(725)
Carrying value at 30 June	3,131	160	681	3,971

9.3 Right-of-use-assets

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

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

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

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

	Plant and		Total
	Buildings	Equipment	
2024	\$'000	\$'000	\$'000
Carrying value at 1 July	6,866	107	6,973
Additions	4,024	3	4,027
Disposals/derecognition	(3)	(3)
Depreciation and amortisation	(1,344)	(28)	(1,372)
Carrying value at 30 June	9,543	82	9,625

9.4 Intangible assets

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

	2025	2024
	\$'000	\$'000
Intangible assets		
At cost - software	6,779	6,423
Less: Accumulated amortisation	(3,815)	(2,760)
Total	2,964	3,662
Work in progress		
Intangibles at cost	22	22
Total	22	22
Total	2,986	3,685

(b) Reconciliation of movements

2025	Intangible assets \$'000	Work in progress \$'000	Total \$'000
Carrying value at 1 July	3,663	22	3,685
Additions	490	490
Net Reduction through restructuring	(65)	(65)
Transfer between asset classes
Amortisations expenses	(1,124)	(1,124)
Carrying value at 30 June	2,964	22	2,986

2024	Intangible assets \$'000	Work in progress \$'000	Total \$'000
Carrying value at 1 July	1,482	108	1,590
Additions	2,645	22	2,667
Transfer between asset classes	108	(108)
Amortisations expenses	(573)	(573)
Carrying value at 30 June	3,663	22	3,685

Intangible assets for the department are not revalued due to software having a limited useful life unless the use of the software is significantly impaired or ceases. See Note 8.2.

9.5 Other non-financial assets

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

a) Carrying amount

(a) Carrying Amount

	2025	2024
	\$'000	\$'000
Other current assets		
Prepayments	4,042	3,459
Total	4,042	3,459
Recovered within 12 months	4,042	3,459
Recovered in more than 12 months
Total Other non-financial assets	4,042	3,459

b) Reconciliation of movements

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

	Prepayments	Total
	\$'000	\$'000
2024		
Carrying amount at start of year	2,182	2,182
Additions	3,459	3,459
Settlements	(2,182)	(2,182)
Carrying amount at 30 June	3,459	3,459

NOTE 10 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.

10.1 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.

	2025	2024
	\$'000	\$'000
Accrued Expenses	1,966	6,602
Total	1,966	6,602
Settled within 12 months	1,966	6,602
Settled in more than 12 months
Total	1,966	6,602

Settlement is usually made within 14 days.

10.2 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 the following leasing arrangements:

Class of right-of-use asset	Details of leasing arrangements
Buildings	<p>The department holds Right-of-use assets and Lease liabilities over buildings. These leases relate to Electorate Offices for Members of the House of Assembly, Service Tasmania Service Centres and other office accommodation not meeting the Department of Treasury and Finance whole-of-government thresholds.</p> <p>The department recognises leases to full term including any options; however this is reviewed on a lease by lease basis annually.</p> <p>Any leases managed centrally by the Department of Treasury and Finance where the department is a tenant are disclosed as Commitments (see note 11.1).</p>
Equipment	<p>The department holds Right-of-use assets and Lease liabilities over equipment. These leases relate to photocopiers and are generally for a five-year term.</p>

	2025	2024
	\$'000	\$'000
Current		
Lease Liabilities - Buildings	1,831	1,514
Lease Liabilities - Plant and equipment	35	31
Lease Liabilities - Current	1,866	1,545
Non - current		
Lease Liabilities - Buildings	12,703	8,884
Lease Liabilities - Plant and equipment	79	54
Lease Liabilities - Non Current	12,782	8,938
Total	14,648	10,482

Maturity analysis of undiscounted lease liabilities

	2025	2024
	\$'000	\$'000
One year or less	2,605	1,977
From one to five years	7,574	5,865
More than five years	8,406	4,863
Total	18,585	12,705

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

The following amounts are recognised in the Statement of Comprehensive Income

	2025	2024
	\$'000	\$'000
Interest on lease liabilities included in note 8.5	743	327
Lease expenses included in note 8.3:		
Leased Vehicles	918	759
Properties - Treasury	6,476	6,250
Short term leases	54	36
Lease of low-value assets	111	102
Net expenses from leasing activities	8,302	7,474

10.3 Employee benefits liability

Key estimate and judgement

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

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

	2025	2024
	\$'000	\$'000
Accrued salaries	3,227	2,718
Recreational Leave	8,064	7,485
Long Service Leave	11,880	11,989
Other - Provision for State Service Accumulated Leave Scheme (SSALS)	72	74
Total	23,243	22,265
Settled within 12 Months	12,774	12,159
Settled in more than 12 Months	10,469	10,106
Total	23,243	22,265

10.4 Superannuation

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

10.5 Contract liabilities

A Contract liability relates to the department's obligation to transfer goods or services to a customer for which the department has received consideration in advance. The balance of Contract liabilities relates to training fees collected in advance for the provision of training courses. The department typically satisfies its performance obligations when training services have been provided to customers.

	2025	2024
	\$'000	\$'000
Revenue Received in Advance		
Revenue received in advance	1,160	905
Settled within 12 months	1,160	905
Settled in more than 12 months
Total	1,160	905

NOTE 11 Commitments and contingencies

11.1 Schedule of commitments

Commitments represent those contractual arrangements entered by the department that are not reflected in the Statement of Financial Position. These commitments are recorded below at their nominal value and inclusive of GST (where applicable).

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.

	2025 \$'000	2024 \$'000
By Type		
Commitments held with Finance-General		
Major office accommodation	63,997	43,554
Motor vehicle fleet (base usage charge)	1,627	2,680
Total operating lease commitments	65,624	46,234
Other commitments		
Short-term and/or low-value leases	318	259
Grants	76,824	101,219
National Disability Insurance Scheme Bilateral agreement	964,224	1,261,231
Total other commitments	1,041,366	1,362,709
Total Commitments	1,106,990	1,408,943
By maturity		
Commitments held with Finance-General		
One year or less	7,440	5,741
From one to five years	26,086	17,137
More than five years	32,097	23,356
Total commitments held with Finance-General	65,624	46,234
Other commitments		
One year or less	356,382	339,123
From one to five years	684,984	1,023,586
More than five years
Total other commitments	1,041,366	1,362,709
Total Commitments	1,106,990	1,408,943

Notes:

Commitments held with Finance-General

Motor vehicles

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

Major office accommodation

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

Other commitments

Photocopiers

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

Water coolers

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

Grants

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

11.2 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 its 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 its 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.

	2025 \$'000	2024 \$'000
Quantifiable contingent liabilities		
Potential make good on lease	155	116
Potential Contingent Liability on Workers Compensation ¹	2,809
Total quantifiable contingent liabilities	155	2,925
Quantifiable contingent assets		
Lease hold improvement – make good	55	59
Total quantifiable contingent assets	55	59

Note:

1. Potential Contingent Liability on Workers Compensation are a contingent liability on the Tasmanian Risk Management Fund, and as such are shown on the Finance-General Division of the Department of Treasury and Finance financial statements from 30 June 2025.

NOTE 12 Administrative restructuring

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

12.1 Aboriginal Heritage Tasmania

As a result of a restructuring of administrative arrangements, the department relinquished responsibility for Aboriginal Heritage Tasmania to the Department of Natural Resources and Environment Tasmania on 1 November 2024. In respect of activities relinquished, the department transferred the following assets and liabilities to the Department of Natural Resources and Environment Tasmania for no consideration and recognised as at the date of transfer were:

	2025 \$'000
Distributions to owners:	
Cash and cash equivalents	148
Intangibles	65
Total assets relinquished	213
Employee benefits	418
Total liabilities relinquished	418
Net assets (liabilities) relinquished	(205)

Revenue and expenses recognised by the department in these statements are as follows:

Department of Premier and Cabinet (transferor)	2025 \$'000
Revenue	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	2,114
Total Revenue	2,114
Expenses	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	1,790
Total Expenses	1,790

12.2 State Planning Office

As a result of a restructuring of administrative arrangements, the department relinquished responsibility for State Planning Office to the Department of State Growth on 1 November 2024. In respect of activities relinquished, the department transferred the following assets and liabilities to the Department of State Growth for no consideration and recognised as at the date of transfer were:

	2025 \$'000
Distributions to owners:	
Cash and cash equivalents	19
Total assets relinquished	19
Employee benefits	270
Total liabilities relinquished	270
Net assets (liabilities) relinquished	(251)

Revenue and expenses recognised by the department in these statements are as follows:

Department of Premier and Cabinet (transferor)	2025 \$'000
Revenue	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	693
Total Revenue	693
Expenses	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	546
Total Expenses	546

12.3 Strategic Regional Partnerships

As a result of a restructuring of administrative arrangements, the department relinquished responsibility for Strategic Regional Partnerships to the Department of State Growth on 1 November 2024. In respect of activities relinquished, the department held no assets or liabilities at 1 November 2024.

Revenue and expenses recognised by the department in these statements are as follows:

Department of Premier and Cabinet (transferor)	2025 \$'000
Revenue	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	27
Total Revenue	27
Expenses	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	27
Total Expenses	27

12.4 Homes Tasmania – administered item

As a result of a restructuring of administrative arrangements, the department relinquished responsibility for the administered item Homes Tasmania to the Department of State Growth on 1 November 2024. In respect of activities relinquished, the department held no assets or liabilities at 1 November 2024.

Administered revenue and administered expenses recognised by the department in these statements are as follows:

Department of Premier and Cabinet (transferor)	2025 \$'000
Administered Revenue	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	90,389
Total Administered Revenue	90,389
Administered Expenses	
Recognised by Department of Premier and Cabinet – 1 July 2024 to 31 October 2024	90,389
Total Administered Expenses	90,389

NOTE 13 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 Specific Purpose Accounts, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

13.1 Cash and cash equivalents

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

Agency Specific Purpose Account balance	2025	2024
	\$'000	\$'000
S520 Department of Premier and Cabinet Operating Account	8,702	10,997
Total Cash and cash equivalents	8,702	10,997

13.2 Reconciliation of net result to net cash from operating activities

	2025	2024
	\$'000	\$'000
Net result	1,114	(3,623)
Other (gain)/loss on non-financial assets	6	46
Depreciation and amortisation	4,166	2,670
Expected credit loss	303	649
Decrease (increase) in Receivables	500	5,515
Decrease (Increase) in Tax assets	(23)	789
Decrease (Increase) in Accrued revenue	583	139
Decrease (Increase) in Prepayments	(600)	(1,297)
Increase (Decrease) in Employee Benefits	973	3,449
Increase (Decrease) in Creditors	(4)	(1)
Increase (Decrease) in Accrued Expenses	(4,651)	3,430
Increase (Decrease) in Contract Liabilities	255
Administrative Restructure change in Employee benefits taken directly to equity	793
Administrative Restructure change in Intangibles taken directly to equity	(65)
Net cash from (used by) operating activities	3,350	11,766

13.3 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 and has not been subject to audit.

(a) Project expenditure

	2025 Budget \$'000	2025 Actual \$'000	2024 Actual \$'000
Capital Investment Program			
Cyber Security	605
Service Tasmania Shop Capital Investment	250	250	250
Total	250	250	855

(b) Classification of cash flows

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

	2025 Actual \$'000	2024 Actual \$'000
Cash Outflows		
Supplies and Consumables	185	604
Payments for acquisition of Non-financial Assets	65	251
Total Cash Outflows	250	855

13.4 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.

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

	Lease Liabilities
2024	\$'000
Balance as at 1 July 2023	7,345
Acquisitions/New Leases	4,167
Disposals due to early termination of lease
Other Movements	228
Changes from financing cash flows:	
Cash Repayments	(1,257)
Balance as at 30 June 2024	10,483

NOTE 14 Financial instruments

14.1 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
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.	General terms of trade are 30 days.
Cash and cash equivalents	Cash and equivalents are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution.

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

Expected credit loss analysis of receivables

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

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

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

	Not past due	Past due 1-30 days	Past due 31-60 days	Past due 61-90 days	Past due 91+days	Total
2024	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	66.3%	30.9%
Total gross carrying amount (B)	1,653	182	473	364	2,323	4,995
Expected credit loss (AxB)	1,541	1,541

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.

	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)
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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.
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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:

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

2024	1	2	3	4	5	5+	Undiscounted	Carrying
	year	years	years	years	years	years	Total	Amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial liabilities								
Payables	6,602	6,602	6,602
Total	6,602	6,602	6,602

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 2025.

14.2 Categories of financial assets and liabilities

AASB 9 Carrying amount	2025	2024
	\$'000	\$'000
Financial assets		
Amortised cost	14,036	17,696
Total	14,036	17,696
Financial liabilities		
Financial liabilities measured at amortised cost	1,966	6,602
Total	1,966	6,602

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

	Carrying Amount 2025 \$'000	Net Fair Value 2025 \$'000	Carrying Amount 2024 \$'000	Net Fair Value 2024 \$'000
Financial assets				
Petty cash	92	92	92	92
Cash in the Public Account	8,610	8,610	10,905	10,905
Receivables	5,334	5,654	6,699	6,699
Total financial assets	14,036	14,356	17,696	17,696
Financial liabilities (recognised)				
Payables	1,966	1,966	6,602	6,602
Total financial liabilities (recognised)	1,966	1,966	6,602	6,602

14.4 Net fair values of financial assets and liabilities

2025	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
Financial assets				
Service Tasmania shop floats	92	92
Cash in Public Account	8,610	8,610
Receivables	5,334	5,654
Total financial assets	14,036	14,356
Financial liabilities				
Payables	1,966	1,966
Total financial liabilities (recognised)	1,966	1,966
<hr/>				
2024	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
Financial assets				
Service Tasmania shop floats	92	92
Cash in Special Deposits and Trust Fund	10,905	10,905
Receivables	6,699	6,699
Total financial assets	17,696	17,696
Financial liabilities				
Payables	6,602	6,602
Total financial liabilities (recognised)	6,602	6,602

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 15 Notes to administered statements

For material Accounting policy information in relation to material variances please refer to Note 4.

Budget information refers to original estimates as disclosed in the 2024-25 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.

15.1 Explanations of material variances between Budget and Actual outcomes – Schedule of Administered Income and Expenses

	Notes	2025		Budget	
		Budget	Actual	Variance	Variance
		\$'000	\$'000	\$'000	%
Appropriation revenue-operating	a)	114,031	90,389	(23,642)	(21)
Grants	a)	33,079	(33,079)	(100)
Grants and subsidies	a)	155,572	98,698	(56,874)	(37)

Notes to Statement of Comprehensive Income variances

- a) The decrease in Appropriation revenue – operating, Grants and Grants and subsidies compared to Budget is due to the restructure of Administrative Arrangements with responsibility for the Homes Tasmania administered item transferring to the Department of State Growth from 1 November 2024.

NOTE 16 Transactions and balances relating to a trustee or agency arrangement

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

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

Account/Activity		Opening Balance	Net Transactions during 2024-2025	Closing Balance
		\$'000	\$'000	\$'000
S523	Brand Tasmania	863	101	964
T423	Tasmanian Community Fund	18,492	3,483	21,975

NOTE 17 Events occurring after balance date

There have been no events subsequent to balance date which would have a material effect on the department's Financial Statements as at 30 June 2025.

NOTE 18 Other material accounting policy information and judgements

18.1 Objectives and funding

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

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

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

It supports the administration of the *State Service Act 2000*, and the Head of the State Service to undertake the functions and powers of the Employer. In addition, it assists government by providing impartial and high-quality advice on matters of state and national significance and collaborates with all agencies across government 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.

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

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

- training
- telecommunications and provision of digital services
- transactional processing through Service Tasmania shops.

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

18.2 Basis of accounting

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

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

The Financial Statements were signed by the Secretary on 19 September 2025.

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

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

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.

18.3 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.

18.4 Functional and presentation currency

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

18.5 Changes in accounting policies

a) Impact of new and revised Accounting Standards

No new or revised Accounting Standards have impacted the calculations or disclosures of the 2024-25 financial statements.

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

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

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

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

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

18.6 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.

18.7 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards unless stated otherwise at Note 18.5.

18.8 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 “...”.

18.9 Departmental taxation

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

18.10 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 2024-25, as at 30 June 2025, is listed below. All legislation, including any amending Acts, can be found in the *Administrative Arrangement Order 2024 (No.2)* on the Tasmanian Legislation website.

Premier

- *Administrative Arrangements Act 1990*
- *Administrative Arrangements (Miscellaneous Amendments) Act 1990*
- *Anglican Church of Australia (All Saints Church) Act 1989*
- *Anglican Church of Australia Constitution Act 1973*
- *Anglican Church of Australia (Stanley Parsonage) Act 1984*
- *Australia Acts (Request) Act 1985*
- *Australia Acts (Request) Act 1999*
- *Baptist Union Incorporation Act 1902*
- *Brickmakers Point Landslip Act 2021*
- *Churches of Christ, Scientist, Incorporation Act 1980*
- *Churches of Christ Tasmania Act 1978*
- *Church of England (Rectory of St. James the Apostle) Act 1980*
- *Constitution Act 1934*
- *Constitutional Powers (Coastal Waters) Act 1979*
- *Constitution (Doubts Removal) Act 2009*
- *Constitution (State Employees) Act 1944*
- *Constitution (Validation of Taxing Acts) Act 1991*
- *COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020*
- *COVID-19 Disease Emergency (Miscellaneous Provisions) Act (No. 2) 2020*
- *Crown Servants' Reinstatement Act 1970*
- *Daylight Saving Act 2007*
- *Glebe Lands Act 1865*
- *Governor of Tasmania Act 1982*
 - except in so far as it relates to the superannuation entitlements of the Governor (see Department of Treasury and Finance under the Treasurer)
- *Hobart Hebrew Congregation Act 1958*
- *Jim Bacon Foundation (Winding-up) Act 2013*
- *Legislation Publication Act 1996*
- *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 Treasurer)
- *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 Premier and Cabinet under the Minister for Housing, Planning and Consumer Affairs)
- *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*

Brand Tasmania

- *Brand Tasmania Act 2018*

Minister for Aboriginal Affairs

- *Stolen Generations of Aboriginal Children Act 2006*

Minister for Community Services

- *Carer Recognition Act 2023*
- *Pensioners (Heating Allowances) Act 1971*
- *Tasmanian Community Fund Act 2005*

Minister for Disability Services

- *Disability Services Act 2011*
- *Guide Dogs and Hearing Dogs Act 1967*

Minister for the Environment

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

Minister for Innovation, Science, and the Digital Economy

- *National Broadband Network (Tasmania) Act 2010*

Minister for Local Government

- *Burial and Cremation Act 2019*
- *Dog Control Act 2000*
- *Local Government Act 1993*
- *Local Government (Savings and Transitional) Act 1993*

Minister for Veterans' Affairs

- *Anzac Day Observance Act 1929*
- *Anzac Day Trust Winding-up Act 2020*
- *Ex-Servicemen's Badges Act 1967*

Appendix C: Publications and websites

Departmental publications

The following publications were produced by the various operating units of the Department of Premier and Cabinet (DPAC) during 2024-25 and are available from the DPAC website at www.dpac.tas.gov.au or contacting:

Strategic Communications and Media Unit

Level 7, 15 Murray Street

Hobart Tasmania 7000

Telephone: (03) 6232 7000

Email: communications@dpac.tas.gov.au

Title	Business Unit	Date
A Respectful, Age-Friendly Island: Older Tasmanian's Action Plan 2025-2029	Community Services	22 January 2025
Change for Children: Tasmania's 10 Year Strategy	Keeping Children Safe	28 March 2025
Concessions and Discount Tasmanian Government Guide 2024-25	Service Tasmania	31 October 2024
Department of Premier and Cabinet Annual Report 2023-24	Office of the Secretary	October 2024
Department of Premier and Cabinet Belonging and Respect Strategy 2024-27 (internal)	Human Resources	September 2024
Department of Premier and Cabinet (DPAC) Strategy to Support the Wellbeing of DPAC Staff (internal)	Human Resources	October 2024
Dorset Council Board of Inquiry – Ministerial Response	Office of Local Government	22 January 2025
Dorset Council Board of Inquiry – Report	Office of Local Government	22 January 2025
Dorset Council Ministerial Directions (Directions to Council, Directions to Councillors, Directions to the Mayor)	Office of Local Government	22 January 2025
Elected Member Unreasonable Conduct – Model Guidelines	Office of Local Government	20 December 2024
Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029	Community Services	21 March 2025
Good Governance Information Sheets (General Manager Recruitment, General Manager Performance Monitoring)	Office of Local Government	24 July 2024

Title	Business Unit	Date
Guidance for the use of artificial intelligence in Tasmanian Government	Digital Strategy and Services	September 2024
Guide to Aboriginal Engagement in Tasmania	Aboriginal Partnerships	16 May 2025
Guidelines on the Caretaker Conventions and the Operations of Government During Caretaker Period	Office of the Secretary	12 June 2025
Local Government Priority Reform Program 2024-2026	Office of Local Government	November 2024
Local Government Priority Reform Program 2024-2026 - Principles and Process	Office of Local Government	November 2024
Our Digital Future Discussion Paper	Digital and Strategy Services	May 2025
Regional Drought Resilience Plans (Southern, Northern and North-West)	Resilience and Recovery Tasmania	June 2025
Senior Practitioner Annual Report 2023-2024	Office of the Senior Practitioner	9 December 2024
Summary Tasmanian Response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	Disability Services and Reform	29 July 2024
Supporting Tasmanian Carers: Tasmanian Carer Action Plan 2021-25 – Refresh August 2024	Community Services	August 2024
Tasmania Closing the Gap Annual Report 2022-2023	Aboriginal Partnerships	May 2025
Tasmania's Disability Strategy 2025-2027	Disability Services and Reform	22 May 2025
Tasmania's Plan for Closing the Gap 2025-2028	Aboriginal Partnerships	10 June 2025
Tasmania's Third Family and Sexual Violence Action Plan 2022-2027 Progress Report 1 July 2024-31 December 2024	Keeping Children Safe	June 2025
Tasmanian Government Cyber Security Strategy 2024-2028	Digital Strategy and Services	December 2024
Tasmanian Government Response to the Future of Local Government Review Final Report Recommendations	Office of Local Government	November 2024
Tasmanian State Service Annual Report 2023-24	State Service Management Office	October 2024
Tasmanian State Service: International Travel Policy (internal/update)	Protocol and Events	September 2024
Tasmanian Women's Strategy 2018-2021 and associated Action Plans 2018-2023 - Final Closure Report 2024	Policy and Reform	September 2024

Title	Business Unit	Date
The Tasmanian Government Response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	Keeping Children Safe	July 2024
What We Heard Report - Public Consultation on the Draft - Commission for Children and Young People Bill 2024	Policy and Reform	March 2025
2024-25 Tasmanian Gender Budget Statement	Policy and Reform	September 2024
2025-2026 Seniors Card Directory	Service Tasmania	10 February 2025

Websites

Between 1 July 2024 and 30 June 2025, 34 websites were managed for DPAC and the Premier's Office.

A complete list of these websites is provided below:

Website name	URL
Aboriginal Heritage Tasmania	www.aboriginalheritage.tas.gov.au
Centenary of ANZAC	www.centenaryofanzac.tas.gov.au
Child and Youth Wellbeing Strategy	www.wellbeing.tas.gov.au
Department of Premier and Cabinet intranet (ipac)	Internal address
DPAC public site	www.dpac.tas.gov.au
Elder Abuse	www.elderabuse.tas.gov.au
Emerging Community Leaders	www.emergingcommunityleaders.org
Future of Local Government Review	www.futurelocal.tas.gov.au
Jobs: Careers with the Tasmanian Government	www.jobs.tas.gov.au
Keeping Children Safe	www.keepingchildrensafe.tas.gov.au
Know Your Odds	www.knowyourodds.net.au
Learn to Lead in local government	www.learntolead.tas.gov.au
Lifting Literacy	www.tas.gov.au/literacy
Ministerial Intranet (imin)	Internal address
Multicultural Access Point	www.multicultural.tas.gov.au
Our Digital Future	www.digital.tas.gov.au
Planning in Tasmania	www.stateplanning.tas.gov.au
Premier's website	www.premier.tas.gov.au
Safe From Violence	www.safefromviolence.tas.gov.au
Seniors Card Program	www.seniors.tas.gov.au
Service Tasmania	www.service.tas.gov.au
Tas.gov.au	www.tas.gov.au
TasALERT	www.alert.tas.gov.au
Tasmanian Community Fund	www.tascomfund.org
Tasmanian Government Communications	www.tas.gov.au/communications
Tasmanian Government Concessions	www.concessions.tas.gov.au
Tasmanian Government Gazette	www.gazette.tas.gov.au
Tasmanian Government Legislation	www.thelaw.tas.gov.au www.legislation.tas.gov.au
Tasmanian Government Public Notices	www.tas.gov.au/publicinfo
Tasmanian Government Protective Security	www.security.tas.gov.au
Tasmanian Training Consortium	www.ttc.tas.gov.au
The Tasmanian Companion Card	www.companioncard.tas.gov.au
Veteran Wellbeing Voucher Program	www.veterans.tas.gov.au
Women in Tasmania	www.women.tas.gov.au

Appendix D: Procurement statistics

The Department of Premier and Cabinet (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 2024–25 and awarded contracts with a value of \$50,000 or over (excluding GST) are contained in the following tables:

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

Exemption from disaggregation

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

No exemptions to disaggregate were requested or approved in 2024-25.

Approved direct/limited sourcing

Treasurer's Instruction PP-2 Market approaches (TI PP-2) provides that the secretary may approve direct/limited sourcing from contractors in certain circumstances.

Contracts awarded in accordance with these provisions in 2024-25 are shown in Table 4.

Approved contract extensions

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

During 2024-25, three approvals were granted in accordance with TI PP-6:

JDS Australia Pty Ltd	02/03/2025
Seer Data Pty Ltd	27/03/2025
Informotion Pty Ltd	19/06/2025

Procurement from businesses that provide employment to persons with disabilities

TI PP-2 provides that agencies may directly procure from a business that ‘predominately exists to provide the services of persons with a disability’ without the need to conduct a full quotation or tender process. No contracts were awarded in accordance with these provisions in 2024-25.

Confidentiality in government contracts

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

During 2024–25, the secretary approved three exemptions from the requirements of TI C-1:

Joe Security LLC	25/09/2024
Gartner Australasia Pty Ltd	30/05/2025
Accenture Australia Pty Ltd	26/06/2025

Table 1: Contracts, tenders and/or quotation processes of \$50,000 or over (GST exclusive) 2024-25.

Total number of contracts awarded	170
Total number of contracts awarded to Tasmanian businesses	126
Total value of contracts awarded (including options to extend)	\$37,706,765
Total value of contracts awarded to Tasmanian businesses (including options to extend)	\$23,668,660
Total number of tenders called and written quotation processes undertaken	30
Total number of bids and/or written quotations received	132
Total number of bids and/or written quotations received from Tasmanian businesses	121

Table 2: Contracts awarded in 2024–25 with a value of \$50,000 or over (GST exclusive) (excluding consultancy contracts).

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Data#3 Limited	Toowong, Queensland	Technology support services for corporate applications	15/07/2024-14/07/2025	\$245,909.56
T & V Mead Pty Ltd	Spreyton, Tasmania	Minor fit-out works - 101 Oldaker Street, Devonport	12/07/2024-16/08/2024	\$139,650.00
Select Software Solutions Pty Ltd	Sydney, New South Wales	Billing and expense management system	01/09/2024-31/08/2026	\$288,000.00
MPH Builders Pty Ltd	Prospect, Tasmania	Minor fit-out works - 8 Willis Street, Launceston	22/07/2024-20/09/2024	\$119,350.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor fit-out works - 13a Tasman Highway, Midway Point	23/07/2024-20/09/2024	\$173,870.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor fit-out works - 3/11 Bayfield Street, Rosny Park	23/07/2024-20/09/2024	\$157,636.00
NTT Australia Pty Ltd	Sydney, New South Wales	Subscription for Mandiant cyber threat intelligence service	28/07/2024-27/07/2025	\$64,104.48

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Multiple suppliers ¹⁶	Various areas	Marketing and Communications Services Panel	01/08/2024-31/07/2029	\$8,500,000.00
University of Tasmania	Hobart, Tasmania	Right to Information Training Project	05/08/2024	\$99,949.16
Watermark Search International Pty Ltd	Sydney, New South Wales	Executive search for Secretary, Department of Justice	12/08/2024-31/12/2024	\$80,000.00
De Jong & Sons Constructions Pty Ltd	Ulverstone, Tasmania	Minor fit-out works - 56 Goldie Street, Wynyard	26/08/2024-18/10/2024	\$221,615.00
Mills Street Fit-out Pty Ltd	Devonport, Tasmania	Minor fit-out works - 1/10 Bayfield Street, Rosny Park	16/09/2024-11/10/2024	\$169,528.64
Travel Partners Holdings Pty Ltd	Sydney, New South Wales	Travel booking services for the Frank MacDonald Memorial Prize	02/09/2024-01/05/2025	\$81,446.23
MPH Builders Pty Ltd	Prospect, Tasmania	Minor works - 87 George Street, Launceston	27/09/2024-15/11/2024	\$136,970.00
Jacqueline Triffitt	West Hobart, Tasmania	Provision of professional development training - Working with challenging customers and situations	16/11/2024-15/11/2025	\$100,000.00
Seer Data and Analytics Ptd Ltd	Sydney, New South Wales	Gender Impact Assessment Toolkit Pilot Phase and Child and Youth Well-being Dashboard	01/10/2024-30/09/2025	\$60,500.00
ABFA Pty Ltd	Port Noarlunga, South Australia	Provision of professional development courses - Preparing documents for decision makers, data@work, the ABC of strategy and strategic thinking	02/10/2024-01/10/2025	\$100,000.00
Travel and Living Pty Ltd	Manly, New South Wales	Frank MacDonald Prize Tour 2025 - Educational tour of the Western Front	03/10/2024-01/05/2025	\$86,800.00
Write on and Flying Librarian	Sorell, Tasmania	Provision of professional	07/10/2024-06/10/2025	\$50,000.00

¹⁶ There are 45 suppliers currently listed on this Panel. Please refer to the Tasmanian Government Tenders Website to view the full list of suppliers.

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		development - Writing clearly		
Korn Ferry (Au) Pty Ltd	Melbourne, Victoria	Executive search, Secretary for the Department for Education, Children and Young People	07/10/2024	\$60,000.00
Knosys Solutions Pty Ltd	Melbourne, Victoria	Service Tasmania Knowledge Management Software	22/10/2024-30/09/2026	\$95,769.93
RDME Pty Ltd	South Hobart, Tasmania	Provision of professional development training course - Making the right choice - ethics for the public sector	28/10/2024-27/10/2026	\$100,000.00
Red Apple IT Pty Ltd	Battery Point, Tasmania	Business analysis support	11/11/2024-30/04/2025	\$99,999.00
Calvert and Waldron PTY LTD (TA Round Table Studios)	Launceston, Tasmania	Service Tasmania Digital Signage – Design and installation	10/11/2024-30/04/2025	\$99,250.20
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works - 331 Main Road, Glenorchy	20/11/2024-20/12/2024	\$57,660.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works – 50A Murray Street, Hobart	22/11/2024-28/02/2025	\$289,830.00
Isentia Pty Limited	Fortitude Valley, Queensland	Media monitoring service for various Tasmanian Government agencies	26/11/2024-25/11/2025	\$99,000.00
GAP Consulting Tas Pty Ltd	Blackmans Bay, Tasmania	Ongoing TechOne support	11/07/2024-10/07/2029	\$90,000.00
Fusion5 Pty Ltd	Melbourne, Victoria	Citrix Universal Subscription 2024	08/12/2024-07/12/2025	\$60,819.00
Think Resourcing Pty Ltd	Kenmore, Queensland	Service Operation Design Services	09/12/2024-03/06/2025	\$99,999.00
Intuit Technologies Pty Ltd	Sandy Bay, Tasmania	Fabric reporting enhancements	02/12/2024-30/06/2025	\$96,900.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works – Suite B, 265-269 Elizabeth Street, North Hobart	17/12/2024-28/02/2025	\$95,470.00
Fusion5 Pty Ltd	Melbourne, Victoria	DSS managed services - On demand support	17/12/2024-16/01/2026	\$99,999.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works - 1/17 Bligh Street, Rosny Park	08/01/2025-28/02/2025	\$96,480.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works on Level 7, 15 Murray Street, Hobart to install a kitchenette	06/01/2025	\$56,880.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works – Shop 1, 4 Gordon Street, Sorell	24/02/2025-31/03/2025	\$174,600.00
Tascon Constructions Pty Ltd	Moonah, Tasmania	Minor works – Establishment of an Electorate Office at Shop 11 Glenorchy Central, Glenorchy	29/01/2025	\$148,700.00
Kwela Solutions Pty Ltd	Surry Hills, New South Wales	Risk and safety system	01/12/2024-30/11/2027	\$143,000.00
Data#3 Limited	Hobart, Tasmania	Commvault subscription	01/03/2025-28/02/2027	\$95,000.00
CyberCX Pty Ltd	Hobart, Tasmania	First responder training delivery	03/03/2025-31/12/2025	\$64,150.00
Searson Buck Group Pty Ltd	Hobart, Tasmania	Recruitment services for Service Tasmania	10/03/2025-09/09/2025	\$62,500.00
Shodan LLC	Renton, Washington	Subscription to Shodan cyber security service	18/03/2025-17/03/2031	\$93,386.75
JDS Australia Pty Ltd	Melbourne, Victoria	Contract extension for the department's licenses for Atlassian Software	24/03/2025-27/05/2026	\$286,345.00
Squiz Australia Pty Ltd	Melbourne, Victoria	myServiceTas mobile application design	31/03/2025-30/03/2026	\$51,152.00
Red Apple IT Pty Ltd	Battery Point, Tasmania	Business analysis support	26/03/2025-31/08/2025	\$99,000.00
Cathara Consulting Pty Ltd	West Perth, Western Australia	Project management services related to the delivery and implementation of a Human Resource Information System	07/04/2025-20/06/2025	\$88,500.00
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Project management services related to the delivery and implementation of a Human Resource Information System	31/03/2025-30/06/2025	\$83,875.00
Squiz Australia Pty Ltd	Melbourne, Victoria	Service Tasmania website developments: Seniors Card, Companion Card, Community Grants	31/03/2025-30/03/2026	\$56,451.00
Intuit Technologies Pty Ltd	Sandy Bay, Tasmania	myServiceTas mobile application	31/03/2025-30/03/2026	\$670,360.32
Emposo Pty Ltd	Hobart, Tasmania	Project management services related to the delivery and	01/04/2025-01/08/2025	\$83,583.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
		implementation of a Human Resource Information System		
Nimbus Cloud Trading Company Pty Ltd	Melbourne, Victoria	Workforce Management Platform for Service Tasmania	01/06/2025-31/05/2030	\$86,400.00
Nicholls Consulting Services Pty Ltd	Holland Park, Queensland	Professional development training: Strategic decision-making for the public sector and creating a culture of strategic decision-making	01/04/2025-31/03/2026	\$50,000.00
Supply Chain Management Education Australia	Kingston, Tasmania	Professional development and training - Negotiation skills	04/04/2025-03/04/2026	\$70,000.00
MPH Builders Pty Ltd	Prospect, Tasmania	Minor works – 53 St Johns Street, Launceston	08/04/2025-30/06/2025	\$125,720.00
Lifeline Tasmania Inc	Bellerive, Tasmania	Provision of various training in relation to trauma and managing mental health in the workplace	11/04/2025-10/04/2026	\$80,000.00
Hill Consulting HRS	Taroona, Tasmania	Learning and development services - Bias in the workplace	14/04/2025-13/04/2028	\$250,000.00
A Fairer World Inc	Battery Point, Tasmania			
Anglicare Tasmania Inc	Hobart, Tasmania	Youth Justice Bail After-hours Support Service – now known as Youth After-hours Diversion Services (YADS)	17/04/2025-17/10/2025	\$90,000.00
Safety Achievements Pty Ltd	Moonah, Tasmania	Learning and development services - Skills for effective people management	17/04/2025-16/09/2028	\$250,000.00
GlobalNet ICT Pty Ltd	Moonah, Tasmania			
Gwen Pinnington W&F Partners Pty Ltd trading as Gwen Pinnington Consulting & Coaching	Rosny, Tasmania	Learning and development services - Difficult conversations in the workplace	17/04/2025-16/04/2028	\$250,000.00
GlobalNet ICT Pty Ltd	Moonah, Tasmania			

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
The Project Lab Pty Ltd	Hobart, Tasmania	Learning and development services - Change Management	23/04/2025-22/04/2028	\$250,000.00
Nexcellence Consulting Pty Ltd	Lauderdale, Tasmania			
Neo Self-Service Solutions	Keysborough, Victoria	Service Tasmania Self-Service Kiosks	24/04/2025-30/06/2025	\$70,594.66
Two contracts were awarded: Cor Comms and Six O'Clock Advisory Pty Ltd	Hobart, Tasmania	Professional development training - Communication	24/04/2025-23/04/2028	\$250,000.00
Sherlock & Dutta Consulting Pty Ltd	Sandy Bay, Tasmania			
RDME Pty Ltd	South Hobart, Tasmania	Training in Getting to and through Cabinet and policy skills	25/04/2025-24/04/2026	\$99,999.00
Rachel Moore Consulting	Taroona, Tasmania	Learning and development services - Coaching in the workplace	29/04/2025-28/04/2028	\$250,000.00
Frontline Mind Pty Ltd	Fern Tree, Tasmania			
JA Technical Services Pty Ltd trading as Allen Built	Derwent Park, Tasmania	Minor works – 47 Channel Highway, Kingston	01/05/2025-31/07/2025	\$307,644.30
Capital Training	Giralang, Australian Capital Territory	Professional development training - Financial Management, Introduction to Financial Management, Governance and Risk Management	16/05/2025-15/05/2026	\$99,999.00
CatholicCare Tasmania	New Town, Tasmania	Youth Justice Bail After-hours Support Service – now known as Youth After-hours Diversion Services (YADS)	19/05/2025-18/11/2025	\$90,000.00
De Jong and Sons	Ulverston, Tasmania	Minor Fit-Out works – Service Tasmania, Smithton	01/07/2025-00/01/1900	\$196,550.00
Smart Tech Solutions Pty Ltd	Melbourne, Victoria	Service Tasmania Queue Management Software	20/05/2025-00/01/1900	\$96,665.00
Cybrary Inc.	Rockville, Maryland	Subscription to Cybrary	23/06/2025-22/06/2028	\$98,982.00
KYBT Consulting	Kingston, Tasmania	HR Reporting and Data Legacy Project support	04/06/2025-03/12/2025	\$99,999.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
CyberCX Pty Ltd	Hobart, Tasmania	Renewal of Tenable Licences	15/06/2025-15/06/2026	\$86,451.65
Cathara Consulting Pty Ltd	Hobart, Tasmania	Project management services for Human Resources Transformation Program	23/06/2025-30/09/2025	\$90,270.00
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Project management services for Human Resources Transformation Program	01/07/2025-24/10/2025	\$90,750.00
Anglicare Tasmania Inc.	Hobart, Tasmania	Emergency Accommodation Brokerage Service	26/06/2025-26/06/2031	\$122,100.00
Accenture Pty Ltd	Sydney, New South Wales	Systems Implementor - Human Resources Information System (HRIS)	01/07/2025-30/06/2030	\$1,400,000.00
Emposo Pty Ltd	Hobart, Tasmania	Business analyst services for Human Resources Transformation Program	01/07/2025-31/10/2025	\$89,000.00
FYB Pty Ltd	Sydney, New South Wales	Content Manager Software and Support Services	01/07/2025-30/06/2026	\$136,133.00
Technology One Limited	Fortitude Valley, Queensland	Financial Management System – Technology One	01/07/2025-30/06/2030	\$1,692,250.00

Table 3: Consultancy contracts awarded in 2024–25 with a value of \$50,000 or over (GST exclusive)

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
Dyscall Pty Ltd (Business name Lateral Economics)	Port Melbourne, Victoria	Independent Financial Review of the Macquarie Point Multipurpose Precinct	01/07/2024-31/12/2024	\$166,800.00
Taplin Consulting Pty Ltd	Mount Nelson, Tasmania	Project management services – Youth Justice Detention Centre	22/07/2024-25/07/2025	\$223,600.00
SAP Australia Pty Ltd	North Sydney, New South Wales	Design review work package for the Human Resource Information System	29/07/2024	\$88,340.00
Strategy and Culture Pty Ltd	Lenah Valley, Tasmania	Keeping Children Safe Governance	06/09/2024-28/02/2025	\$96,525.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
			and Accountability Framework	
Khoreo Pty Ltd	Hobart, Tasmania	Services to support the preparation of Tasmanian regional drought resilience plans	01/10/2024-28/02/2025	\$67,500.00
Relocateit Pty Ltd trading as 2Pm Services	Hobart, Tasmania	Project management support	30/09/2024-30/09/2025	\$99,999.00
HDR Pty Ltd	Brisbane, Queensland	New Youth Justice Facility - Preparation of a Reference Design	26/09/2024-20/11/2024	\$143,970.00
Gartner Australasia Pty Limited	Melbourne, Victoria	ICT research and advisory services	01/10/2024-30/09/2026	\$391,200.00
Life In Colour Leadership Coaching Consulting	Launceston, Tasmania	Organisational health coaching/consulting with Policy and Delivery Division	16/10/2024-28/02/2025	\$72,616.00
Three contracts were awarded: Virtuoso Pty Ltd trading as Verity Group	Riverside, Tasmania	Investigation Services - Office of Local Government	21/10/2024-20/10/2029	\$980,000.00
Wrekton Pty Ltd trading as WISE Workplace	Hobart, Tasmania			
Technical Assessing Holdings Pty Ltd	Hobart, Tasmania			
Talent Risk Management	Essendon, Victoria	Strategic Workforce Planning Framework and Tools	25/10/2024-31/03/2025	\$99,999.00
University of Tasmania	Hobart, Tasmania	Evaluation of the Child and Youth Wellbeing Strategy	28/10/2024-31/01/2025	\$99,600.00
Nous Group Pty Ltd	Docklands, Victoria	Foundational supports data and information consultancy	25/11/2024-30/06/2025	\$100,000.00
3P and Associates Pty Ltd	Launceston, Tasmania	Supply of Tasmanian Food Relief to Food Resilience Strategy	21/11/2024-31/03/2025	\$61,500.00
Taplin Consulting Pty Ltd	Mount Nelson, Tasmania	Project management services – Macquarie Point Urban Renewal Program and Associated AFL Projects	04/11/2024-05/05/2025	\$80,000.00
Ignite Project Service Pty Ltd	Lindisfarne, Tasmania	Business analysts for Human Resources	03/12/2024-31/12/2025	\$305,100.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
			Transformation Program	
WLF Accounting & Advisory	Hobart, Tasmania	Probity advisory services - Cyber Security Procurement	18/12/2024-31/12/2025	\$50,000.00
K2 Projects (TAS) Pty Ltd	Hobart, Tasmania	Case management deployment for Human Resources Transformation Program	23/12/2024-31/12/2025	\$765,600.00
GSD Advisors Pty Ltd	Hobart, Tasmania	Human Resources Transformation Program Consultancy Services	23/12/2024-31/12/2025	\$1,968,384.00
Speller International Pty Ltd	Southbank, Victoria	Project management services for Human Resources Transformation Program	13/01/2025-14/02/2025	\$94,600.00
Emma-Jane Driscoll	Spotswood, Victoria	Functional business requirements analyst - Human Resources Transformation Project	02/01/2025-31/12/2025	\$307,084.00
Sandstone Services Pty Ltd	South Yarra, Victoria	Commercial Advisor for Human Resources Transformation Program	24/12/2024-31/12/2025	\$720,000.00
GMC Enterprises Pty Ltd	Howrah, Tasmania	Professional project management support services for the Digital Communications Program (DCP)	15/01/2025-30/06/2027	\$249,999.00
Grieve Gillett Pty Ltd	Adelaide, South Australia	New Tasmanian Youth Justice Facility – Lead Design Consultant	28/01/2025	\$5,413,793.60
Wise Lord Ferguson Accounting and Advisory	Hobart, Tasmania	Emergency Management Reviews - Phase 2	29/01/2025-30/06/2025	\$90,000.00
The Project Lab Pty Ltd	Hobart, Tasmania	Commission of Inquiries Recommendation Offices Restructure	06/02/2025-30/06/2025	\$85,000.00
Wolferstan Verney & Partners Pty Ltd	Hobart, Tasmania	New Tasmanian Youth Justice Facility - Provision of cost planning services	06/02/2025-01/07/2027	\$183,000.00

Contractor	Location	Title and brief description	Period (incl. options to extend)	Total value (incl. options to extend)
CyberCX Pty Ltd	Hobart, Tasmania	Tasmanian Government Whole-of-Government Event Visibility Strategy	17/03/2025-30/06/2025	\$89,960.00
Australian Building Surveying Services Pty. Ltd T/A pitt&sherry Building Surveying	Hobart, Tasmania	New Tasmanian Youth Justice Facility – Building Surveying Services	05/03/2025-01/12/2027	\$94,000.00
CGI Technologies and Solutions Australia Pty Ltd	Hobart, Tasmania	Human Resources Transformation Project - Provision of data migration analyst services	17/03/2025-24/12/2025	\$528,000.00
Speller International Pty Ltd	Southbank, Victoria	Human Resource Transformation Program	15/03/2025-14/03/2027	\$1,061,200.00
S White Consulting Pty Ltd trading as LeftField Project Solutions	Lenah Valley, Tasmania	Provision of Introduction to Project Management and Project Management Essentials Training Programs	01/04/2025-31/03/2026	\$99,999.00
Strategy and Culture Pty Ltd	Lenah Valley, Tasmania	Consolidating and prioritising child safety reforms	29/04/2025-30/06/2025	\$161,575.00
University of Tasmania	Sandy Bay, Tasmania	Literacy Workforce Attraction and Retention Strategy	01/04/2025-31/10/2025	\$50,000.00
All Urban Planning Pty Ltd	Sandy Bay, Tasmania	Provision of planning services advice	15/05/2025-19/12/2025	\$50,000.00
Pitt & Sherry (Operations) Pty Ltd	Hobart, Tasmania	Tasmanian Youth Justice Facility – Early works design	16/05/2025-30/04/2026	\$161,083.10
Central Queensland University	Norman Gardens, Queensland	Supply Of Young Male Sports Betting Qualitative Research Report	11/06/2025-07/12/2025	\$94,871.00
Data #3	Southbank, Victoria	Technology Support Services	12/06/2025-11/06/2030	\$678,371.20
CyberCX Pty Ltd	Hobart, Tasmania	Cyber Security Incident Response Triage Retainer Service	01/07/2025-30/06/2028	\$90,000.00

Table 4: Direct/limited sourcing engagements with contracts executed in 2024–25

Contractor Description	Date of approval
Intuit Technologies Pty Ltd	19/02/2025
Taplin Consulting Pty Ltd	15/07/2024
Emma-Jane Driscoll	28/11/2024
GSD Advisors Pty Ltd	28/11/2024
Ignite Project Service Pty Ltd	28/11/2024
Sandstone Services Pty Ltd	28/11/2024
K2 Projects (TAS) Pty Ltd	28/11/2024
Wolferstan Verney & Partners Pty Ltd	30/01/2025
CGI Technologies and Solutions Australia Pty Ltd	28/01/2025
Speller International Pty Ltd	28/01/2025
HDR Pty Ltd	20/09/2024
Strategy and Culture Pty Ltd	9/04/2025
Anglicare Tasmania Inc.	10/04/2025
Technology One Limited	11/04/2025
Grieve Gillett Pty Ltd	20/12/2024
FYB Pty Ltd	10/06/2025

Note: The direct/limited sourcing engagements in Table 4 are also reported in Tables 1 and 2 above.

Appendix E: Superannuation Certificate

Superannuation Certificate

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

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



Kathrine Morgan-Wicks

Secretary

Department of Premier and Cabinet

30 June 2025

Contact us

Office of the Secretary

Telephone (03) 6232 7230

Mailing address:

Department of Premier and Cabinet

GPO Box 123

HOBART TAS 7001

Email secretary.executive@dpac.tas.gov.au

Website www.dpac.tas.gov.au