

**Bray, Ella**

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**From:** Howes, Lisa  
**Sent:** Wednesday, 1 October 2025 4:02 PM  
**To:** Morgan-Wicks, Kathrine; Healey, Mathew  
**Subject:** Budget-in-Confidence

Hi Kath

Mat and I are looking to commence the shared services discussion with agencies, following the below election commitment.

*The following additional savings measures will be implemented to further improve the State's fiscal position:*

- *reduce expenditure on agency marketing and media costs through centralising media and communications;*
- *reduce the Treasurer's Reserve;*
- *simplify Government procurement processes and arrangements, to reduce waste and costs for businesses; and*
- *implement office and leasing improvements to ensure that the State Service can work in a contemporary environment.*

(<https://tas.liberal.org.au/news/2025/07/18/budget-better-under-tasmanian-liberals>)

We are suggesting we commence with communications and media as the DPAC Strategic Communications and Media unit already performs a whole of government function (eg branding, marketing panel, media monitoring etc) and this can be expanded to other communications and media functions.

Below is a proposed email to Secretaries to commence the discussions.

Please advise if you wish to discuss with Mat and I, otherwise, once you are happy with the email, it can be sent to Secretaries.

Regards  
 Lisa

\*\*\*\*\*

Dear Secretaries Board

As you know, DPAC has been assigned the lead for establishing the Productivity and Efficiency Unit, which Mathew Healey is leading. Gary is also keeping us briefed on the budget and financial outlook as we all consider what it means for our agencies and the services we deliver.

As the Secretaries Board, I would like us to take a leadership role in driving further collaboration opportunities and continuous improvement to evolve the public service. As leaders of our agencies and the whole public service, we have a key leadership role to play and we are stronger together.

The 2025-26 Budget will include budget savings measures in the areas of communications and marketing, office and leasing and procurement. While the savings have been allocated to Agency budgets, I consider that there is merit in assessing whether there is benefit in working together to identify strategies to realise these savings and establish a more coordinated approach to delivering services.

You may also be aware that the Government committed during the recent election to consolidate communications and marketing resources across Government into a single shared service for the State Service. I suggest that this commitment points to an appropriate early priority for these discussions.

Mathew Healey, Deputy Secretary, Strategy and Delivery and Lisa Howes, Chief Governance and Risk Officer will lead this piece of work for the DPAC. It would be appreciated if you could, by Monday, 6 October 2025, nominate a suitable Deputy Secretary level representative from your Agency that can work with Mat and Lisa to scope out the proposed shared service opportunity and to facilitate the appropriate consultation and changes process that will be required to establish the service. I don't plan on communicating this work broadly, until such time as we have received further advice on a potential way forward.

I appreciate your support and assistance with progressing the election commitment and driving change for the public service.

Please feel free to contact Mat Out of scope, s 36 or Lisa Out of scope, s 36 if you wish to discuss.

Regards  
Kath

**Bray, Ella**

---

**From:** Howes, Lisa  
**Sent:** Friday, 3 October 2025 3:42 PM  
**To:** Brown, Melanie  
**Cc:** Healey, Mathew  
**Subject:** Budget-in-Confidence

Hi Mel, Kath has approved the below to be sent to Secretaries with a cc to Mat and I. Can you please action from Kath's email?

Thanks  
Lisa

Dear Secretaries Board

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Regards  
Kath

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**From:** Morgan-Wicks, Kathrine  
**Sent:** Friday, 3 October 2025 5:14 PM  
**To:** Jacobi, Jason (NRE); Limkin, Craig (StateGrowth); Adams, Donna (POLICE); Swain, Gary; Webster, Ginna (DECYP); Webster, Dale E (Health); Bourne, Kristy (DoJ)  
**Cc:** Howes, Lisa; Healey, Mathew; Gregory, Shane  
**Subject:** Budget-in-Confidence

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Regards  
Kath

**Kathrine Morgan-Wicks PSM**  
Secretary, Department of Premier and Cabinet  
Head of the State Service

**Department of Premier and Cabinet**  
T: 03 6232 7230 | E: [Secretary.Executive@dpac.tas.gov.au](mailto:Secretary.Executive@dpac.tas.gov.au) | W: [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)

**From:** Limkin, Craig  
**Sent:** Monday, 6 October 2025 7:34 AM  
**To:** Conway, Angela [Out of scope, s.36]  
**Subject:** FW: Budget-in-Confidence

For a conversation later today  
 C!

**From:** Morgan-Wicks, Kathrine [Out of scope, s.36]  
**Sent:** Friday, 3 October 2025 5:14 PM  
**To:** Jacobi, Jason (NRE) [Out of scope, s.36]; Limkin, Craig  
 [Out of scope, s.36]; Adams, Donna (POLICE)  
 [Out of scope, s.36]; Swain, Gary <[Out of scope, s.36]>; Webster,  
 Ginna (DECYP) [Out of scope, s.36]; Webster, Dale E (Health)  
 [Out of scope, s.36]; Bourne, Kristy (DoJ) [Out of scope, s.36]  
**Cc:** Howes, Lisa (DPaC) [Out of scope, s.36]; Healey, Mathew (DPaC)  
 [Out of scope, s.36]; Gregory, Shane (DPaC) [Out of scope, s.36]  
**Subject:** Budget-in-Confidence

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Bray, Ella

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**From:** Jacobi, Jason (NRE)  
**Sent:** Monday, 6 October 2025 12:27 PM  
**To:** Howes, Lisa; Healey, Mathew  
**Cc:** Wilson, Louise (DPIPWE); Fialkowski-Mow, Christine (NRE); Secretary (DPIPWE)  
**Subject:** RE: Budget-in-Confidence

Hi Matt and Lisa,  
 Ms Louise Wilson will be the NRE Tas rep. Lou will be a tremendous support to this initiative.

Thanks,

Jason



Jason Jacobi | Secretary  
 Department of Natural Resources and Environment Tasmania  
 134 Macquarie Street HOBART TAS 7000  
 E: **Out of scope**  
 Ph: **s.36**  
 W: [www.nre.tas.gov.au](http://www.nre.tas.gov.au)

## Delivering a sustainable Tasmania

*In recognition of the deep history and culture of this island, I acknowledge and pay my respects to all Tasmanian Aboriginal people; the past and present custodians of the land.*

Please note: I often work irregular hours and if you receive an email from me outside of normal hours please do not feel obliged to respond until the start of your next normal workday.

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**Out of scope, s.36**; Webster, Ginna (DECYP) **Out of scope, s.36**; Webster, Dale E  
 (Health) **Out of scope, s.36**; Bourne, Kristy (DoJ) **Out of scope, s.36**  
**Cc:** Howes, Lisa (DPaC) **Out of scope, s.36**; Healey, Mathew (DPaC)  
**Out of scope, s.36**; Gregory, Shane (DPaC) **Out of scope, s.36**  
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Bray, Ella

---

**From:** Howes, Lisa  
**Sent:** Monday, 6 October 2025 10:06 PM  
**To:** Jacobi, Jason (NRE)  
**Subject:** Re: Budget-in-Confidence

Thanks Jason.

Regards  
 Lisa

---

**From:** Jacobi, Jason <Out of scope, s.36>  
**Sent:** Monday, October 6, 2025 12:27:29 PM  
**To:** Howes, Lisa <Out of scope, s.36>; Healey, Mathew <Out of scope, s.36>  
**Cc:** Wilson, Louise (DPIPWE) <Out of scope, s.36>; Fialkowski-Mow, Christine <Out of scope s.36>; Secretary (DPIPWE) <Secretary@nre.tas.gov.au>  
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**Bray, Ella**

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**From:** Healey, Mathew  
**Sent:** Monday, 6 October 2025 10:46 AM  
**To:** Adams, Donna (POLICE); Morgan-Wicks, Kathrine; Howes, Lisa  
**Cc:** Hinkley, Ross (TFS)  
**Subject:** RE: Budget-in-Confidence

Thanks Donna. It would be good to involve Ross in the early discussions.

Cheers

Mat

**Mathew Healey | Deputy Secretary**  
 Strategy and Delivery

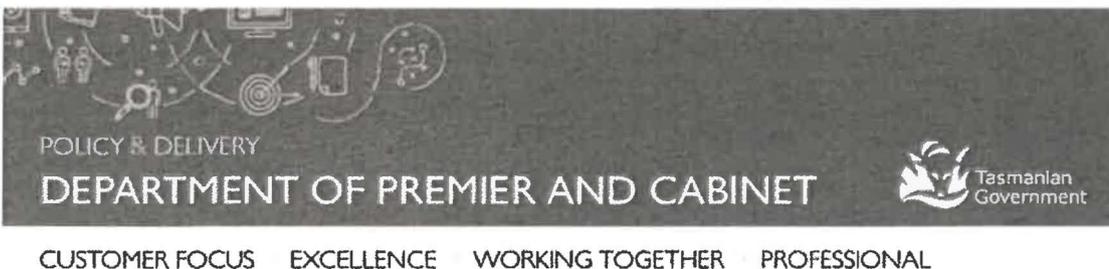
**Department of Premier and Cabinet**

Level 7, 15 Murray Street

Hobart, Tasmania 7000

(p) +61 [Out of scope, s.36] | (m) [Out of scope, s.36]

[Out of scope, s.36] | [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)



**From:** Adams, Donna [Out of scope, s.36]  
**Sent:** Monday, 6 October 2025 10:45 AM  
**To:** Morgan-Wicks, Kathrine [Out of scope, s.36] Howes, Lisa  
 [Out of scope, s.36] Healey, Mathew [Out of scope, s.36]  
**Cc:** Hinkley, Ross (TFS) [Out of scope, s.36]  
**Subject:** RE: Budget-in-Confidence

Hi everyone, Thanks for the email. Given the nature of our media management being specifically operationally driven by requests relating to police, fire and SES community safety matters I am of the view that we would be excluded from discussions regarding a shared service model. If you believe it is beneficial I am happy to support Ross Hinkley as our representative but I am also content for discussions to occur without our Dept being represented.

Regards  
 Donna

**Donna Adams PSM APM**  
 Commissioner of Police  
 Secretary, Department of Police Fire and Emergency Management  
 State Controller

commissioner@police.tas.gov.au

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**Cc:** Howes, Lisa (DPaC) [Out of scope, s.36]; Healey, Mathew (DPaC) [Out of scope, s.36]; Gregory, Shane (DPaC) [Out of scope, s.36]  
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Secretary, Department of Premier and Cabinet  
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**Department of Premier and Cabinet**

Bray, Ella

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**From:** Gregory, Shane  
**Sent:** Tuesday, 7 October 2025 7:54 AM  
**To:** Healey, Mathew  
**Subject:** FW: Budget-in-Confidence

OFFICIAL

FYI

**Shane Gregory**  
Acting Secretary

Department of Premier and Cabinet  
Level 6, 15 Murray Street  
Hobart, Tasmania 7000  
(m) **Out of scope, s.36**

**Out of scope, s.36** | [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)

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**From:** Webster, Ginna **Out of scope, s.36**  
**Sent:** Monday, 6 October 2025 3:26 PM  
**To:** Gregory, Shane **Out of scope, s.36**  
**Subject:** FW: Budget-in-Confidence

FYI

**Ginna Webster**  
Secretary

Department for Education, Children and Young People  
Salamanca Building, Parliament Square  
Level 8, 4 Salamanca Place | GPO Box 169, Hobart, Tas 7001  
[www.decyp.tas.gov.au](http://www.decyp.tas.gov.au)



*I acknowledge and pay my respects to all Aboriginal and Torres Strait Islander peoples and Elders past, present and emerging.*

**From:** Webster, Ginna **Out of scope, s.36**  
**Sent:** Monday, 6 October 2025 3:24 PM  
**To:** Morgan-Wicks, Kathrine **Out of scope, s.36**  
**Subject:** RE: Budget-in-Confidence

Hi Kath,  
Jenny Burgess will be our contact.  
Thanks,  
Ginna

Ginna Webster  
Secretary

Department for Education, Children and Young People  
Salamanca Building, Parliament Square  
Level 8, 4 Salamanca Place | GPO Box 169, Hobart, Tas 7001  
[www.decyp.tas.gov.au](http://www.decyp.tas.gov.au)



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 Please consider the environment. Do you really need to print this email?

**Bray, Ella**

---

**From:** Swain, Gary  
**Sent:** Wednesday, 8 October 2025 8:55 AM  
**To:** Morgan-Wicks, Kathrine; Jacobi, Jason (NRE); Limkin, Craig (StateGrowth); Adams, Donna (POLICE); Webster, Ginna (DECYP); Webster, Dale E (Health); Bourne, Kristy (DoJ)  
**Cc:** Howes, Lisa; Healey, Mathew; Gregory, Shane; Shelley, Abigail (Treasury)  
**Subject:** RE: Budget-in-Confidence

Shane

Abi will be our rep to work with Matt/Lisa on this one.

Regards

Gary

**From:** Morgan-Wicks, Kathrine <Out of scope>  
**Sent:** Friday, 3 October 2025 5:14 PM  
**To:** Jacobi, Jason (NRE) <Out of scope, s.36> Limkin, Craig (StateGrowth)  
 <Out of scope, s.36> Adams, Donna (POLICE) <Out of scope, s.36> Swain, Gary  
 <Out of scope, s.36> Webster, Ginna (DECYP) <Out of scope, s.36> Webster, Dale E  
 (Health) <Out of scope, s.36> Bourne, Kristy (DoJ) <Out of scope, s.36>  
**Cc:** Howes, Lisa (DPaC) <Out of scope, s.36> Healey, Mathew (DPaC)  
 <Out of scope, s.36> Gregory, Shane (DPaC) <Out of scope, s.36>  
**Subject:** Budget-in-Confidence

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Head of the State Service

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**Bray, Ella**

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**From:** Limkin, Craig (StateGrowth)  
**Sent:** Wednesday, 8 October 2025 8:57 AM  
**To:** Swain, Gary; Morgan-Wicks, Kathrine; Jacobi, Jason (NRE); Adams, Donna (POLICE); Webster, Ginna (DECYP); Webster, Dale E (Health); Bourne, Kristy (DoJ)  
**Cc:** Howes, Lisa; Healey, Mathew; Gregory, Shane; Shelley, Abigail (Treasury); Conway, Angela (StateGrowth)  
**Subject:** RE: Budget-in-Confidence

Hi Shane

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Regards  
 Craig!

**Craig Limkin PSM** (he/him)

**Secretary - Department of State Growth**

Level 6, 4 Salamanca Place, Hobart TAS 7000 | GPO Box 536, Hobart TAS 7001

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

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**Out of scope, s.36** Webster, Ginna (DECYP) **Out of scope, s.36** Webster, Dale E  
 (Health) **Out of scope, s.36** Bourne, Kristy (DoJ) **Out of scope, s.36**  
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**Cc:** Howes, Lisa (DPaC) [Out of scope, s.36]; Healey, Mathew (DPaC) [Out of scope, s.36]; Gregory, Shane (DPaC) [Out of scope, s.36]  
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Secretary, Department of Premier and Cabinet  
Head of the State Service

**Department of Premier and Cabinet**  
**T:** 03 6232 7230 | **E:** Secretary.Executive@dpac.tas.gov.au | **W:** www.dpac.tas.gov.au

**Bray, Ella**

---

**From:** Howes, Lisa  
**Sent:** Wednesday, 8 October 2025 1:27 PM  
**To:** Limkin, Craig (StateGrowth)  
**Subject:** RE: Budget-in-Confidence

Thanks Craig and yes the plan for the group is to define the scope as a starting point.

I look forward to working with Ange.

Regards  
 Lisa



**Lisa Howes**  
 Chief Governance and Risk Officer  
 Department of Premier and Cabinet, Tasmania

**From:** Limkin, Craig **Out of scope, s.36**  
**Sent:** Wednesday, 8 October 2025 8:57 AM  
**To:** Swain, Gary **Out of scope, s.36** Morgan-Wicks, Kathrine **Out of scope s.36**  
 Jacobi, Jason (NRE) **Out of scope, s.36** Adams, Donna (POLICE)  
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 (Health) **Out of scope, s.36** Bourne, Kristy (DoJ) **Out of scope, s.36**  
**Cc:** Howes, Lisa **Out of scope, s.36** Healey, Mathew **Out of scope, s.36** Gregory,  
 Shane **Out of scope, s.36** Shelley, Abigail (Treasury) **Out of scope, s.36**  
 Conway, Angela (StateGrowth) **Out of scope, s.36**  
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(Treasury) [Out of scope, s.36]  
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Cc: Howes, Lisa (DPaC) [Out of scope, s.36] Healey, Mathew (DPaC)  
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**Bray, Ella**

---

**From:** Bourne, Kristy (DoJ)  
**Sent:** Wednesday, 8 October 2025 9:14 AM  
**To:** Gregory, Shane; Howes, Lisa; Healey, Mathew  
**Cc:** Secretary; Smith, Ross (DoJ)  
**Subject:** FW: Budget-in-Confidence

Morning all,

Our rep will be Dep Sec, Ross Smith.

Many thanks.  
 Kristy

**Kristy Bourne** (she, her, hers)  
 Secretary

**Department of Justice**  
 Fitzgerald Offices, Level 1, 85 Collins St  
 Hobart Tasmania 7000

**P:** **Out of scope, s.36**  
**E:** **Out of scope, s.36** **W:** [justice.tas.gov.au](mailto:justice.tas.gov.au)



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**Sent:** Friday, 3 October 2025 5:14 PM  
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Bray, Ella

**From:** Healey, Mathew  
**Sent:** Monday, 20 October 2025 9:44 PM  
**To:** Wilson, Deidre (DPIPWE)  
**Cc:** Wilson, Louise (DPIPWE)  
**Subject:** RE: Budget-in-Confidence

Thanks Deidre

**Mathew Healey | Deputy Secretary**  
Strategy and Delivery

**Department of Premier and Cabinet**  
Level 7, 15 Murray Street  
Hobart, Tasmania 7000  
(p) +61 [Out of scope, s.36] | (m) [Out of scope, s.36]

[Out of scope, s.36] [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)



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**From:** Wilson, Deidre [Out of scope, s.36]  
**Sent:** Monday, 20 October 2025 12:54 PM  
**To:** Healey, Mathew [Out of scope, s.36]  
**Cc:** Wilson, Louise (DPIPWE) [Out of scope, s.36]  
**Subject:** FW: Budget-in-Confidence

Hi Mat

Just checking that Jase actioned this one before he went on leave to let you know the Louise will be the NRE Tas representative.

Cheers

Deidre

[Out of scope, s.36]

**From:** Morgan-Wicks, Kathrine [Out of scope, s.36]  
**Sent:** Friday, 3 October 2025 5:14 PM  
**To:** Jacobi, Jason [Out of scope, s.36] Limkin, Craig (StateGrowth)  
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**Bray, Ella**

---

**From:** Healey, Mathew  
**Sent:** Monday, 1 December 2025 2:13 PM  
**To:** DeputySecretary.PD  
**Cc:** Howes, Lisa  
**Subject:** Comms and Marketing Shared Service

Hi

Can we please organise a meeting of the following sometime before 19 December 2025 for 30 minutes to discuss the establishment of a Communications and Marketing Shared Service.

Thanks

Mat

Ross Hinkley (DPFEM)  
Louise Wilson (NRE)  
Jenny Burgess (DECYP)  
Abigail Shelley (Treasury)  
Ange Conway (DSG)  
Ross Smith (Justice)  
Kyle Lowe (Health)  
Lisa Howes (DPAC)  
Mathew Healey (DPAC)

**Mathew Healey | Deputy Secretary**  
Strategy and Delivery

**Department of Premier and Cabinet**

Level 7, 15 Murray Street

Hobart, Tasmania 7000

(p) +61 3 <sup>Out of scope, s.36</sup> (m) <sup>Out of scope, s.36</sup>

**Out of scope, s.36**

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Bray, Ella

**From:** Healey, Mathew  
**Sent:** Monday, 1 December 2025 2:23 PM  
**To:** Lowe, Kyle (Health)  
**Subject:** FW: Budget-in-Confidence

Hi Kyle

As below, could you let me know who a suitable representative would be from Health.

Thanks

Mat

**Mathew Healey | Deputy Secretary**  
Strategy and Delivery

Department of Premier and Cabinet  
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[Out of scope, s.36] Webster, Ginna (DECYP) [Out of scope, s.36] Webster, Dale E  
[Out of scope, s.36] Bourne, Kristy (DoJ) [Out of scope, s.36]  
**Cc:** Howes, Lisa [Out of scope, s.36] Healey, Mathew [Out of scope, s.36] Gregory,  
Shane [Out of scope, s.36]  
**Subject:** Budget-in-Confidence

Dear Secretaries Board

As you know, DPAC has been assigned the lead for establishing the Efficiency and Productivity Unit, which Mathew Healey is leading. Gary is also keeping us briefed on the budget and financial outlook as we all consider what it means for our agencies and the services we deliver.

As the Secretaries Board, I would like us to take a leadership role in driving further collaboration opportunities and continuous improvement to evolve the public service. As leaders of our agencies and the whole public service, we have a key leadership role to play and we are stronger together.

The 2025-26 Budget will include budget savings measures in the areas of communications and marketing, office leasing and procurement. While the savings have been allocated to Agency budgets, I consider that there is benefit in working together to identify strategies to realise these savings and establish a more coordinated approach to delivering services.

You may also be aware that the Government committed during the recent election to consolidate media and communications resources across Government into a single shared service for the State Service. I suggest that this commitment points to an appropriate early priority for these discussions.

Mathew Healey, Deputy Secretary, Strategy and Delivery and Lisa Howes, Chief Governance and Risk Officer will lead this piece of work for the DPAC. It would be appreciated if you could, **by Tuesday, 7 October 2025**, nominate a suitable Deputy Secretary level representative from your Agency who can work with Mat and Lisa to scope out the proposed shared service opportunity and to facilitate the appropriate consultation and changes process that will be required to establish the communications service. I don't plan on communicating this work broadly, until such time as we have received further advice on a potential way forward.

I appreciate your support and assistance with progressing the election commitment and driving change for the public service.

Please feel free to contact Mat Out of scope, s.36 or Lisa Out of scope, s.36 if you wish to discuss.

Regards  
Kath

**Kathrine Morgan-Wicks PSM**  
Secretary, Department of Premier and Cabinet  
Head of the State Service

**Department of Premier and Cabinet**  
T: 03 6232 7230 | E: Secretary.Executive@dpac.tas.gov.au | W: www.dpac.tas.gov.au

*'I acknowledge Aboriginal people as the traditional owners of this Land and respect their culture and identity which has been bound up with the Land, Sea, Waterways and Sky for generations.'*

OFFICIAL

**Bray, Ella**

---

**From:** Lowe, Kyle (Health)  
**Sent:** Tuesday, 2 December 2025 8:18 PM  
**To:** Healey, Mathew  
**Cc:** Badcock, Sally (Health)  
**Subject:** RE: Budget-in-Confidence [SEC=OFFICIAL]

Hi Mat

Sally Badcock will represent Health.

Cheers

Kyle



**Kyle Lowe**  
 Acting Deputy Secretary  
 System Management and Reform  
 Department of Health

- Out of scope, s.36
- ☑ Out of scope, s.36

**From:** Healey, Mathew [Out of scope, s.36]  
**Sent:** Monday, 1 December 2025 2:23 PM  
**To:** Lowe, Kyle [Out of scope, s.36]  
**Subject:** FW: Budget-in-Confidence [SEC=OFFICIAL]

OFFICIAL

Hi Kyle

As below, could you let me know who a suitable representative would be from Health.

Thanks

Mat

**Mathew Healey | Deputy Secretary**  
 Strategy and Delivery

**Department of Premier and Cabinet**

Level 7, 15 Murray Street

Hobart, Tasmania 7000

(p) +61 [Out of scope, s.36] | (m) [Out of scope, s.36]

**Out of scope, s.36**

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**From:** Morgan-Wicks, Kathrine **Out of scope, s.36**  
**Sent:** Friday, 3 October 2025 5:14 PM  
**To:** Jacobi, Jason (NRE) **Out of scope, s.36** Limkin, Craig (StateGrowth)  
**Out of scope, s.36** Adams, Donna (POLICE) **Out of scope, s.36** Swain, Gary  
**Out of scope, s.36** Webster, Ginna (DECYP) **Out of scope, s.36** Webster, Dale E  
(Health) **Out of scope, s.36** Bourne, Kristy (DoJ) **Out of scope, s.36**  
**Cc:** Howes, Lisa **Out of scope, s.36** Healey, Mathew **Out of scope, s.36** Gregory,  
Shane **Out of scope, s.36**  
**Subject:** Budget-in-Confidence

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OFFICIAL

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Bray, Ella

---

**From:** Barbara McGregor Out of scope, s.36  
**Sent:** Wednesday, 10 December 2025 7:22 AM  
**To:** Healey, Mathew  
**Subject:** Touching base

Hi Matt,

Hope you're well. Just following up re next steps for this body of work.

Kind Regards  
Barb



**Bray, Ella**

---

**From:** Howes, Lisa  
**Sent:** Thursday, 18 December 2025 3:25 PM  
**To:** Healey, Mathew  
**Subject:** Email to comms managers [SEC=OFFICIAL]

OFFICIAL

Draft email to Comms managers. Are you ok with this?

Dear all

I am advised that the Deputy Secretaries met today to have an initial discussion on the election commitment to centralise agency communications and marketing across government.

As a first step, the meeting discussed the need understand the communications and marketing functions across the agencies. This will be a data collection exercise.

It was advised that there are no pre-determined outcomes and the Deputy Secretaries will be working collaboratively together through the process.

Mat Healy, Deputy Secretary DPAC and Lisa Howes, Chief Governance and Risk Officer DPAC have offered to join our managers meeting in January to discuss with us. I will schedule a time in our diaries.

Regards  
Michael

OFFICIAL

**Bray, Ella**

---

**From:** Howes, Lisa  
**Sent:** Thursday, 18 December 2025 5:09 PM  
**To:** Saunders, Michael  
**Subject:** Email to comms managers [SEC=OFFICIAL]

OFFICIAL

Hi Michael

Below is a message to comms managers you may wish to send to them as an update.

Please let me know if you have any questions.

Regards  
Lisa

Dear all

I am advised that the Deputy Secretaries met today to have an initial discussion on the election commitment to create a whole of government shared service for communications and marketing.

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Regards  
Michael

OFFICIAL

**Bray, Ella**

---

**From:** Saunders, Michael  
**Sent:** Thursday, 18 December 2025 6:06 PM  
**To:** Howes, Lisa  
**Subject:** Re: Email to comms managers [SEC=OFFICIAL]

OFFICIAL

Thanks Lisa, happy to send out. Next meeting will be in February but will invite you and Mat

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OFFICIAL

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**From:** Howes, Lisa **Out of scope, s.36**  
**Sent:** Thursday, December 18, 2025 5:09:01 PM  
**To:** Saunders, Michael **Out of scope, s.36**  
**Subject:** Email to comms managers [SEC=OFFICIAL]

OFFICIAL

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Please let me know if you have any questions.

Regards  
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Regards  
Michael

OFFICIAL

**Bray, Ella**

---

**From:** Saunders, Michael  
**Sent:** Friday, 19 December 2025 12:57 PM  
**To:** Barker, Devi (Tourism); Bauche, Nicole (Parks); Brennan, Warwick; Charlton, Will (MacPoint); Halford, Laurelle; Kelly, Skye (Homes); Lee, Jennifer (DoJ); McIver, James; Nugent, Darren P (Health); Patmore, Kate (Treasury); Phelps, Jemima; Reid, Emma (StateGrowth); Saunders, Michael; Simmonds, Melanie (DPFEM); Stingel, Lisa (DPFEM); Watson, Renee; Woodberry, Liz (DoE); Round, Allison (NRE); Lee, Jennifer (DoJ)  
**Subject:** Update on centralised communications election commitment

Hi all,

I am advised that the Deputy Secretaries met today to have an initial discussion on the election commitment to create a whole of government shared service for communications and marketing. As a first step, the meeting discussed the need to understand the communications and marketing functions across the agencies. This will be a data collection exercise.

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Until then, I hope everyone has a good xmas break and see you all in the new year.

Cheers,

**Michael Saunders**

Manager | Strategic Communications and Media



**Tasmanian  
Government**

**Department of Premier and Cabinet**

Executive Building, Level 7, 15 Murray Street  
Hobart, Tasmania 7000 Australia

**P:** **Out of scope, s.36** | **W:** [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)

Bray, Ella

---

**From:** Watson, Renee  
**Sent:** Friday, 19 December 2025 1:50 PM  
**To:** Saunders, Michael  
**Subject:** RE: Update on centralised communications election commitment [SEC=OFFICIAL]

OFFICIAL

Yep and yep...perfect 😊

OFFICIAL

**From:** Saunders, Michael **Out of scope, s.36**  
**Sent:** Friday, 19 December 2025 1:48 PM  
**To:** Watson, Renee **Out of scope, s.36**  
**Subject:** RE: Update on centralised communications election commitment [SEC=OFFICIAL]

OFFICIAL

Yep sounds good. Let's host here, then lock in NRE for the following 🇲🇵

**Michael Saunders**

Manager | Strategic Communications and Media



**Tasmanian  
Government**

**Department of Premier and Cabinet**

Executive Building, Level 7, 15 Murray Street  
Hobart, Tasmania 7000 Australia

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**E:** **Out of scope, s.36** | **W:** [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)

OFFICIAL

**From:** Watson, Renee **Out of scope, s.36**  
**Sent:** Friday, 19 December 2025 1:02 PM  
**To:** Saunders, Michael **Out of scope, s.36**  
**Subject:** RE: Update on centralised communications election commitment [SEC=OFFICIAL]

OFFICIAL

Hi Michael,

I will make a note to invite Matt and Lisa to 25 Feb meeting (but can move date to suit them if we need).

For the Feb meeting, are you happy to host here then, given they will be joining us in person? (have the level 6 large on hold anyway).

OFFICIAL

**From:** Saunders, Michael [Out of scope, s.36]  
**Sent:** Friday, 19 December 2025 12:57 PM  
**To:** Barker, Devi (Tourism) [Out of scope, s.36]; Bauche, Nicole (Parks) [Out of scope, s.36]; Brennan, Warwick [Out of scope, s.36]; Charlton, Will (MacPoint) [Out of scope, s.36]; Halford, Laurelle [Out of scope, s.36]; Kelly, Skye (Homes) [Out of scope, s.36]; Lee, Jennifer (DoJ) [Out of scope, s.36]; McIver, James (DoJ) [Out of scope, s.36]; Nugent, Darren P (Health) [Out of scope, s.36]; Patmore, Kate (Treasury) [Out of scope, s.36]; Phelps, Jemima [Out of scope, s.36]; Reid, Emma (StateGrowth) [Out of scope, s.36]; Saunders, Michael [Out of scope, s.36]; Simmonds, Melanie (DPFEM) [Out of scope, s.36]; Stingel, Lisa (DPFEM) [Out of scope, s.36]; Watson, Renee [Out of scope, s.36]; Woodberry, Liz (DoE) [Out of scope, s.36]; Round, Allison (NRE) [Out of scope, s.36]; Lee, Jennifer (DoJ) [Out of scope, s.36]  
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**Bray, Ella**

---

**From:** Round, Allison (NRE)  
**Sent:** Friday, 2 January 2026 2:12 PM  
**To:** Saunders, Michael  
**Subject:** RE: Update on centralised communications election commitment [SEC=OFFICIAL]

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Hi Michael,

Happy New Year to you. Hope you had a good break.

Quick question on the Update re centralised communications election commitment. Can you advise the NRE Tas Deputy Secretary rep please?

Cheers, Allison



Allison Round | Acting Manager  
 Strategic Communications  
 Strategy and Business Services  
**Department of Natural Resources and Environment Tasmania**  
 134 Macquarie Street HOBART TAS 7000  
 M: **Out of scope, s.36**  
 E: **Out of scope, s.36**  
 W: [www.nre.tas.gov.au](http://www.nre.tas.gov.au)

## Delivering a sustainable Tasmania

*In recognition of the deep history and culture of this island, I acknowledge and pay my respects to all Tasmanian Aboriginal people; the past and present custodians of the land.*

**From:** Saunders, Michael **Out of scope, s.36**  
**Sent:** Friday, 19 December 2025 12:57 PM  
**To:** Barker, Devi (Tourism) **Out of scope, s.36**; Bauche, Nicole **Out of scope, s.36**  
 Brennan, Warwick **Out of scope, s.36**; Charlton, Will (MacPoint) **Out of scope, s.36**  
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**Out of scope, s.36**; Lee, Jennifer (DoJ) **Out of scope, s.36**; McIver, James (DoJ)  
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 (Treasury) **Out of scope, s.36**; Phelps, Jemima (Brand Tasmania)  
**Out of scope, s.36**; Reid, Emma (StateGrowth) **Out of scope, s.36**  
 Saunders, Michael (DPaC) **Out of scope, s.36**; Simmonds, Melanie (DPFEM)  
**Out of scope, s.36**; Lisa Stingel **Out of scope, s.36**; Watson, Renee (DPaC)  
**Out of scope, s.36**; Woodberry, Liz (DoF) **Out of scope, s.36**; Round, Allison  
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**Bray, Ella**

---

**From:** Howes, Lisa  
**Sent:** Friday, 9 January 2026 11:02 AM  
**To:** Healey, Mathew  
**Subject:** Election Commitment - Communications Services - Draft Functional Template  
[SEC=OFFICIAL]  
**Attachments:** Draft Functional Template.xlsx

OFFICIAL

Hi Mat

Following the meeting with agencies in regard to WoG communication services, please find attached a draft template for the data collection exercise.

I will make a time to discuss with you next week, before sending out to the Dep Sec group for comment.

Regards  
Lisa

OFFICIAL

