

Department of Natural Resources and Environment Tasmania

Agency Overview

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Secretary

Jason Jacobi

Mobile: [Out of scope, s.36](#)

Overview

The Department of Natural Resources and Environment Tasmania (NRE Tasmania) provides services focused towards delivering a sustainable Tasmania.

This is achieved through actions to protect and enhance Tasmania's cultural and natural values and places, facilitating productive and sustainable industries and through promoting the sustainable use, presentation, and enjoyment of cultural and natural values.

NRE Tasmania's vision is a Tasmania where natural resources, cultural values and environment are recognised and used sustainably to support future prosperity.

NRE Tasmania's strategic priorities are to:

- enable business and employment through sustainable growth of Tasmania's productive industries;
- deliver best practice legislative and regulatory systems and support programs;
- put Tasmanian Aboriginal people at the heart of managing land and sea Country;
- protect and strengthen Tasmania's cultural and natural values;
- enable authentic and rewarding experiences of Tasmania; and
- build a high-performance department, driven by people and systems.

NRE Tasmania's full Agency Overview is attached.

Workforce Facts

Paid FTE: 1,402.62

Paid headcount by employment type:

- Permanent: 1,239
- Fixed term: 308
- Other: 26

TOTAL: 1,573

This data has been provided by the State Service Management Office as at 30 June 2024.

NRE Tasmania has provided further workforce information on page three of its Agency Overview.

Key Issues

NRE Tasmania has prepared an Issues Brief on Highly Pathogenic Avian Influenza.

Department of Natural Resources and Environment Tasmania

Agency Overview



Department of
Natural Resources and Environment Tasmania



DEPARTMENTAL OVERVIEW

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DEPARTMENTAL OVERVIEW

The Department of Natural Resources and Environment Tasmania (NRE Tas) delivers on Government's policy and implements this through the following divisions:

- Environment, Heritage and Land;
- Parks and Wildlife Service;
- Primary Industries and Water; and
- Strategy and Business Services.

The Department is led by its Executive Committee team comprising of the Secretary, the heads of the divisions, and the Chief People Officer.

The Department has a Strategic Plan that drives key priorities for the delivery of Government services to the Tasmanian community.

The Strategic Plan vision is: **A Tasmania where our natural resources, cultural values and environment are recognised and used sustainably to support our future prosperity.** Our purpose is **Delivering a sustainable Tasmania.**

The Department's *Strategic Plan 2022-2027* sets out six priorities:

- Enable business and employment through sustainable growth of Tasmania's industries;
- Deliver best practice legislative and regulatory systems and support programs;
- Put Tasmanian Aboriginal people at the heart of managing land and sea Country;
- Project and strengthen Tasmania's cultural and natural values;
- Enable authentic and rewarding experiences of Tasmania; and
- Build a high-performance department, driven by our people and our systems.

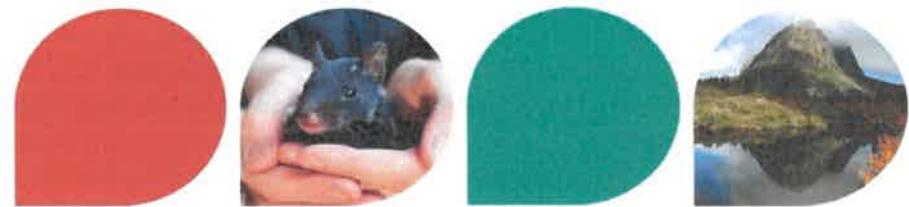
Statutory and legislative responsibilities

The Department administers 98 Acts (including four in part) for which its portfolio Ministers are responsible and associated subordinate legislation. The Department is also responsible for 28 statutory and five non-statutory boards and committees. This includes the statutory authorities the Department provides support to.

Employment statistics

The Department employed 1,554 staff as at 30 June 2025, with an almost even split of male and female staff. These numbers are based on staff employed either full-time, part-time or casually. It also includes staff of the Inland Fisheries Services and Royal Tasmanian Botanical Gardens which are independent statutory authorities.

It is important to note that Departmental staff numbers fluctuate according to seasonal requirements and demand.



DEPARTMENTAL DIVISIONS

ENVIRONMENT, HERITAGE AND LAND

The Environment, Heritage and Land Division provides policies, programs and services to support the conservation and sustainable use and management of Tasmania's cultural heritage, natural values and on properties on public and private land.

Environment

The Division supports the administration of a number of Acts, including the *Environmental Management and Pollution Control Act 1994*, *Nature Conservation Act 2002*, *Threatened Species Protection Act 1995* and *Whales Protection Act 1988* and develops related policies and strategies for the protection and management of wildlife, natural values, significant ecosystems, and the environment.

Analytical Services Tasmania

Analytical Services Tasmania provides a range of laboratory testing services to support the delivery of best practice environmental management and the management of environmental incidents. Testing services are also provided to other government departments such as the EPA; the Department of Health (drinking water quality); the aquaculture sector (Shellfish biotoxin testing); and to private industry on a full cost-recovery basis.

Waste and Resource Recovery

The Division supports the work of the Government and Minister, and the Waste and Resource Recovery Board, which is responsible for administering the *Waste and Resource Recovery Act 2022* and the *Container Refund Scheme Act 2022*. This team provides strategic and operational support to the Waste and Resource Recovery Board and leads many initiatives to support industry to respond to national waste reduction reforms.

Heritage

This Division includes Aboriginal Heritage and Heritage.

Aboriginal Heritage aims to protect, conserve and promote Tasmania's unique Aboriginal heritage. It seeks to increase community understanding and valuing of Aboriginal heritage by providing training, education and interpretation materials. It administers the *Aboriginal Heritage Act 1975* and supports organisations and individuals in fulfilling their responsibilities under the Act. Aboriginal Heritage Tasmania provides administrative support to the Minister's statutory advisory body, the Aboriginal Heritage Council and works with the Department of Premier and Cabinet (DPAC) to support Closing the Gap targets.

Heritage Tasmania works to recognise, protect and ensure the sound statutory management of places of historic cultural heritage significance to Tasmania. Assistance and advice is provided to the Tasmanian Heritage Council to administer the *Historic Cultural Heritage Act 1995*; to all three levels of government; and to heritage property owners, site managers and sector organisations.

Land Tasmania

Land Tasmania provides products and services that deliver authoritative land information and maintains the security of land tenure in the State. This includes products and services such as land titling, valuations, survey services and the collection, maintenance and delivery of a wide range of land related spatial datasets. Land Tasmania is a key enabler of investment in Tasmania and contributes to Tasmania's economic growth, development and prosperity.

DEPARTMENTAL DIVISIONS

PARKS AND WILDLIFE SERVICE

The Parks and Wildlife Service Division provides policies, programs and services to support:

- Protecting, promoting and managing Tasmania's world-renowned parks and reserve system – over 50% of the State's land area (including marine reserves).
- The management of the Tasmanian Wilderness World Heritage Area (TWWHA), Macquarie Island, the Darlington Probation Station and over 800 reserves, including 19 national parks, historic sites, marine reserves and Crown land.
- The sustainable use of these areas through maintenance, appropriate infrastructure, high-quality visitor experiences, planning and a culture that promotes visitor safety.
- Managing significant biodiversity restoration programs complemented by the development and implementation of enhanced biosecurity measures.
- The protection of life, property, natural and cultural values through its targeted and strategic planned burning program, and wildfire suppression and response activities.
- The management of Crown land property related advice and services to Government and the private sector.
- Delivering a world-class visitor experience across Tasmania's National Parks and Reserves and contributing significantly to the Tasmanian visitor economy.



DEPARTMENTAL DIVISIONS

PRIMARY INDUSTRIES AND WATER

The Primary Industries and Water Division delivers policies, programs and services to support the Government to: protect the State from pests, diseases, invasive species and weeds; to grow the annual farm gate value of agriculture; to support the resilience of Tasmanian rural communities, to sustainably manage and develop our State's aquaculture and living marine resources; and to ensure the sustainable use of our freshwater resources for domestic and consumptive users, environmental values and energy production.

Agriculture and Water

The Division supports Government policy to sustainably grow the value of the agricultural sector and engages with the Tasmania Institute of Agriculture to support the appropriate delivery of agricultural research, development and extension services.

Game and browsing animal management services to landholders, farmers and hunters is delivered by this Division through Game Services Tasmania

The Division also implements a range of legislation and policies for water management to ensure the equitable, efficient and sustainable allocation and use of surface and ground-water resources and the safety of dams. It supports the development and coordination of policies relating to the regulation of the urban water and sewerage industry.

The Division provides services to assess, monitor, report and provide advice on the health condition and state of Tasmania's water resources for the community, industry and government.

Biosecurity Tasmania

Biosecurity Tasmania conducts pre-border, border and post-border activities, covering terrestrial, marine and freshwater environments. Biosecurity Tasmania aims to maintain Tasmania's relative freedom from pests and diseases by excluding, eradicating or effectively managing exotic pests and diseases, invasive animals and weeds.

These activities include scientific risk-based systems for regulation of imports, targeted surveillance programs and the development of response capability for biosecurity emergencies.

The Division is also responsible for:

- ensuring animal welfare practices are consistent with legislative requirements and community expectations;
- the regulation of food safety in the primary production and processing sectors;
- systems to identify and trace movement of livestock; and
- ensuring agricultural chemical use is consistent with legislative requirements.

Marine Resources

The Division through the Marine Resources Business Unit supports the orderly and sustainable development and management of the Tasmanian aquaculture industry and develops and plans for Tasmania's commercial, recreational and Aboriginal cultural fisheries.

DEPARTMENTAL DIVISIONS

STRATEGY AND BUSINESS SERVICES

The Division provides corporate support for all Divisions of the Department as well as providing a range of services to independent authorities supported by the Agency, such as the Royal Tasmanian Botanical Gardens and Inland Fisheries Service.

Corporate support activities include:

- finance, facilities management, and information services;
- policy and project management, including coordination of Departmental input into projects of state significance and major projects, and state planning reform;
- governance, including supporting Boards and Committee appointments, strategic communications (internal and external), and oversight of the legislation program; and
- people and culture, which provides the programs, advice, policies and procedures to ensure the Department has the right culture, the right people in the right roles, for now and the future, and that the Department's people are safe, capable and engaged.

This Division also includes delegates that undertake assessments under the *Right to Information Act 2009*.

Together these services assist the operational Divisions in delivering on Government policy and the *Strategic Plan 2022-2027*.



ORGANISATIONAL STRUCTURE

Executive Committee

The Executive Committee coordinate strategies and direct the operations of the Department. The membership consists of the Secretary, Chief Operations Officer, Deputy Secretaries and the Chief People Officer.

Membership

Jason Jacobi

Secretary

Telephone: Out of scope, s.36 Mobile: Out of scope, s.36

Email: Out of scope, s.36

Executive Assistant (EA): Jessie Bailey

Phone: Out of scope, s.36

Email: Out of scope, s.36

Deidre Wilson

A/g Chief Operations Officer

Mobile: Out of scope, s.36

Email: [REDACTED]

EA: Hannah Jolly

Email: Out of scope, s.36

Louise Wilson

Deputy Secretary, Environment, Heritage and Land

Mobile: Out of scope, s.36

Email: Out of scope, s.36

Rebecca Wilkie

A/g Chief People Officer

Mobile: Out of scope, s.36

Email: Out of scope, s.36

Email: people.culture.enquiries@nre.tas.gov.au

Sophie Muller

Deputy Secretary, Parks and Wildlife Service

Email: Out of scope, s.36

Mobile: Out of scope, s.36

Email: Out of scope, s.36

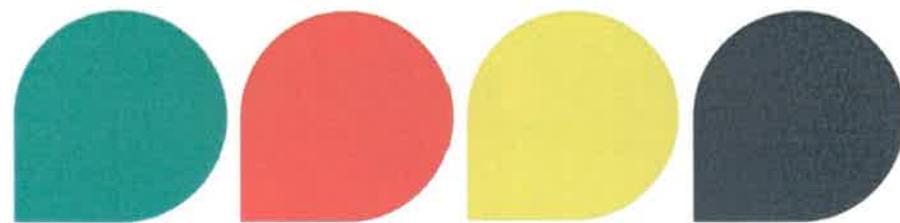
Mandy Clarke

A/g Deputy Secretary, Primary Industries and Water

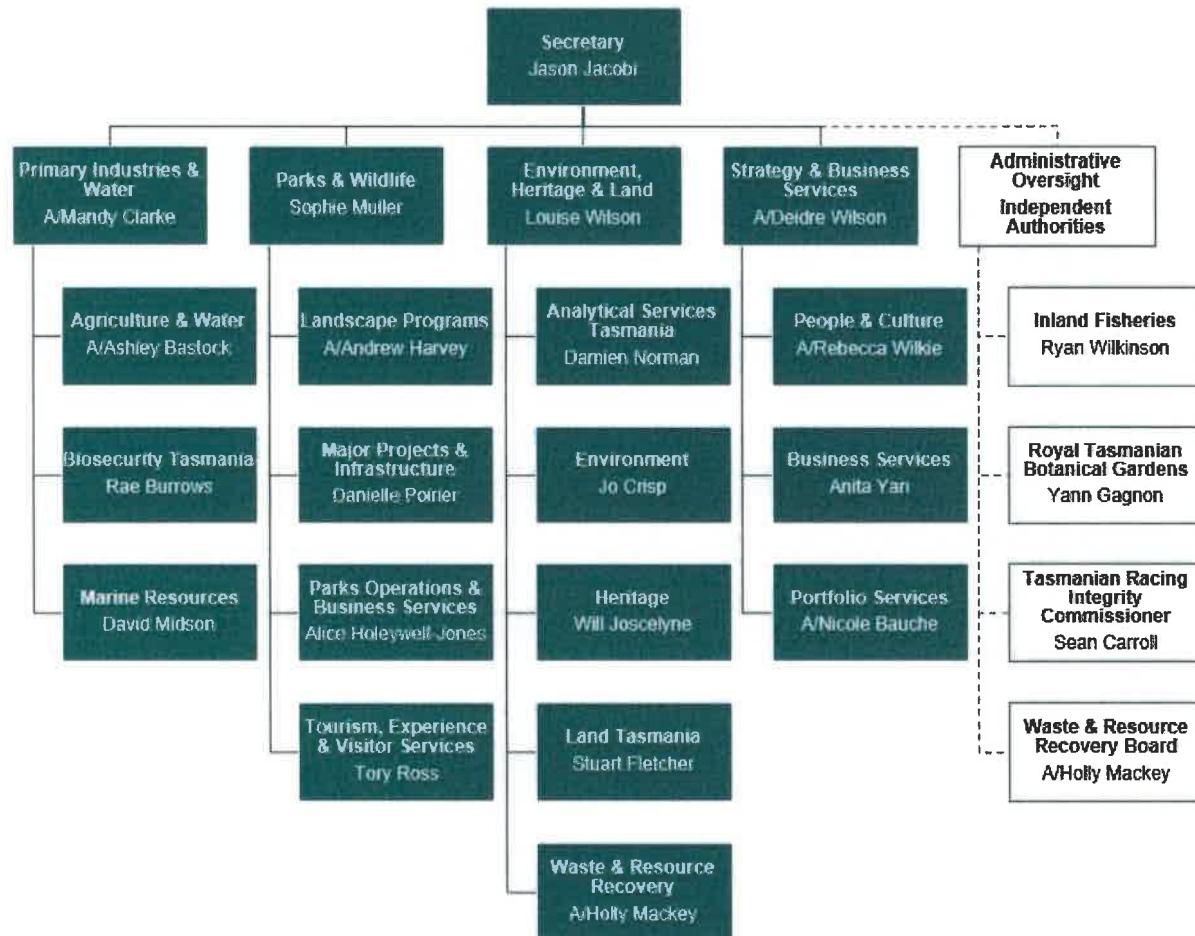
Mobile: Out of scope, s.36

Email: Out of scope, s.36

Email: deputysecretarypiw@nre.tas.gov.au



ORGANISATIONAL STRUCTURE



To view the full organisation structure, visit the NRE Tas website: www.nre.tas.gov.au



Department of Natural Resources and Environment
www.nre.tas.gov.au

Department of State Growth Agency Overview

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Secretary

Craig Limkin

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Overview

The Department of State Growth (State Growth) supports diverse and sustainable economic growth and facilitates the creation of job opportunities for the benefit of the Tasmanian community.

State Growth provides a large range of programs, initiatives and services and has administrative responsibility for a significant number of legislative and regulatory matters.

The objectives of State Growth are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities;
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and thrive;
- strategically develop infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and the community;
- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry and enterprise; and
- continue to build the Department's organisational capacity by working collaboratively and developing its people, safety, culture and systems, including the use of technology.

State Growth's full Agency Overview is attached, including budget information on page five.

Workforce Facts

Paid FTE: 914.70

Paid headcount by employment type:

- Permanent: 886
- Fixed term: 132
- Other: 36

TOTAL: 1,054

This data has been provided by the State Service Management Office as at 30 June 2024.

State Growth has provided further workforce information on page three of its Agency overview.

Key Issues

State Growth has prepared the following Issues Briefs:

- Project Marinus;
- Infrastructure Projects and AFL team;
- Spirits of Tasmania;
- Major Industrials; and
- Workforce, Skills and Jobs.

DEPARTMENT OF STATE GROWTH OVERVIEW

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Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Critical Decisions list

A list of key decision Minutes that will be provided for your consideration.

Key Issues

An initial overview of critical issues for the portfolio.

Election Commitments

A summary of relevant election commitments.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community
- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric

approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

DEPARTMENT OF STATE GROWTH OVERVIEW

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area:

- **The Office of the Coordinator-General** (Coordinator-General – John Perry) The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

DEPARTMENT OF STATE GROWTH OVERVIEW

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

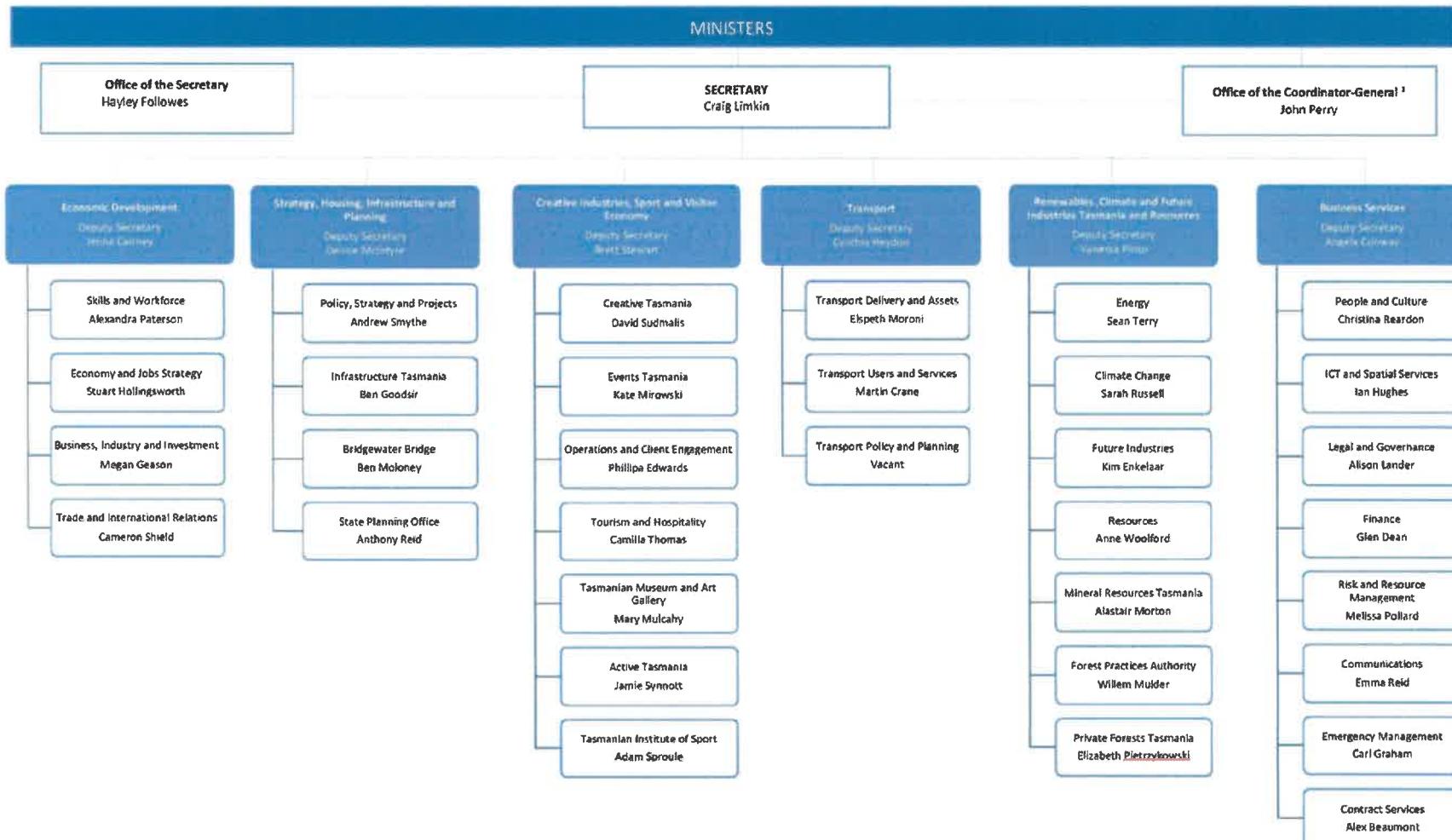
The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
• Tourism and Hospitality	4	3
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94

Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

DEPARTMENT OF STATE GROWTH OVERVIEW

Department of State Growth Organisational Structure as at 30 June 2025

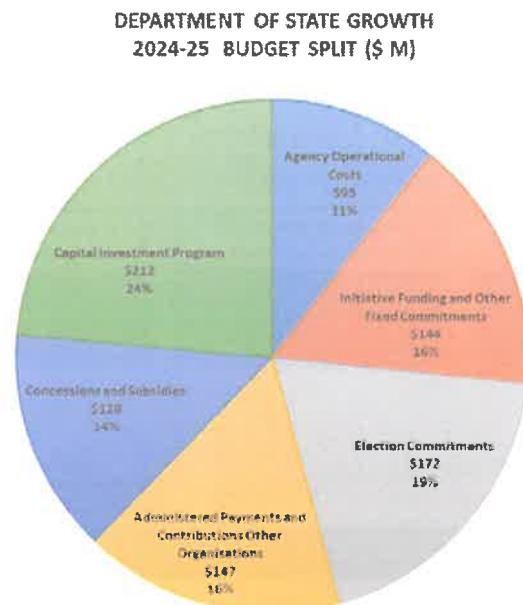


¹The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OF STATE GROWTH OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million
2026-27 - \$714.7 million
2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No. 1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No. 1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

Department of Police, Fire and Emergency Management Agency Overview

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Secretary (and Commissioner of Police)

Donna Adams

Mobile: Out of scope, s.36

Overview

The Department of Police, Fire and Emergency Management (DPFEM) is an all-hazards emergency management agency. It is responsible for the delivery of quality policing, fire and emergency management services in Tasmania. DPFEM is comprised of Tasmania Police; Tasmania Fire and Emergency Services (TFES); Forensic Science Service Tasmania; and Business and Executive Services.

The TFES reports separately to the State Fire Commission for the purposes of operational and financial reporting.

DPFEM has a clear vision of a safe, secure and resilient Tasmania and a mission to deliver effective policing, fire and emergency management services.

DPFEM aims:

- to be a values-based organisation;
- for the community to feel safe and be safe;
- to reduce crime;
- to improve driver behaviour through traffic law enforcement; and
- to contribute to community resilience through effective security and emergency management.

DPFEM's full Agency Overview is attached, including budget information on page 11.

Workforce Facts

Paid FTE: 1,144.04

Paid headcount:

- Permanent: 1,069
- Fixed term: 119
- Other: 15

TOTAL: 1,203

This data has been provided by the State Service Management Office as at 30 June 2024.

DPFEM has provided further workforce information on page 9 of its Agency Overview.



Department of Police, Fire and Emergency Management

Department overview



Tasmania Fire Service



About us



Tasmania Fire Service



The Department of Police, Fire and Emergency Management (DPFEM) is an all-hazards emergency management agency. It is responsible for providing quality policing, fire, and emergency management services to the Tasmanian community.

DPFEM comprises five service areas:

- Tasmania Police
- Tasmania Fire Service (TFS)
- State Emergency Service (SES)
- Forensic Science Service Tasmania (FSST)
- Business and Executive Services (BES).

Our Vision and our Mission

DPFEM has a clear vision of a safe, secure and resilient Tasmania, and a mission to deliver effective policing, fire, and emergency management services.

Governance

The Secretary has overall responsibility for the performance and management of DPFEM and is accountable to the Minister for Police, Fire and Emergency Management.

The Secretary is a Head of Agency as defined by the *Financial Management Act 2016* and the *State Service Act 2000* and pursuant to the State Service Management Framework.

The Secretary also holds the positions of Commissioner of Police under the *Police Service Act 2003* and State Emergency Management Controller under the *Emergency Management Act 2006*.

The organisational chart on page three provides details on reporting lines.

The key governance and decision-making forums for DPFEM include:

- **Agency Executive Group** – provides a forum for whole-of-agency decision making and coordination.
- **Corporate Management Group (CMG)** – provides strategic leadership to Tasmania Police. The CMG is supported by the Police Leadership Group – a collaborative body of senior police members which provides a forum for discussion of key issues affecting Tasmania Police.
- **TFS-SES Executive** – assists the Fire and Emergency Services Commissioner with the strategic management of TFS and SES.

Essential documents

Strategic governance documents

Whole of Agency

[DPFEM Annual Report 2023-24](#)

Tasmania Police

[Tasmania Police Strategy: Our way forward 2023-2028](#)

[Tasmania Police Priorities 2023-24](#)

Tasmania Fire Service and State Emergency Service

[Tasmania Fire Service and State Emergency Service Strategic Plan 2024-2028](#)

Business and Executive Services (including Forensic Science Services Tasmania)

[BES Action Plan 2023-2026](#)

Overview of each service area



Tasmania Police

Tasmania Police is responsible for delivering quality policing services in Tasmania, through activities including high-visibility policing, criminal investigations, working in partnership with other Australian jurisdictions and improving relationships with the Tasmanian community.

Tasmania Police consists of 11 commands, comprising three geographical police districts and eight support commands. Each is overseen by a Commander of Police. The current command structure includes:

- Southern, Northern and Western geographical districts
- Education and Training
- Statewide Services
- Professional Standards
- Emergency Management and Special Response
- Crime and Intelligence
- Family and Sexual Violence
- Community Engagement

State Emergency Service (SES)

SES provides frontline emergency response to storm and flood events, road crash rescue, search and rescue and other specialist support functions including communications. SES also provides broader emergency management planning and support functions and the coordination of various projects that help build community resilience against natural disasters. The SES has 37 units which are supported by more than 680 volunteers.

In alignment with the intention to formally unite TFS and SES under the banner of Tasmania Fire and Emergency Services (TFES), the two services operate under a single management and reporting structure.



overview of service areas (continued)



Tasmania Fire Service



Tasmania Fire Service (TFS)

The TFS is the operational arm of the State Fire Commission (SFC). The Chair of the State Fire Commission is currently vacant.

The SFC is established under the *Fire Service Act 1979*. Its primary purpose is to minimise the social, economic, and environmental impact of fire on the Tasmanian community.

As the operational arm of the SFC, TFS provides structural firefighting, bush firefighting and fuel mitigation, road crash rescue, urban search and rescue and education and community engagement. TFS has 213 brigades and is supported by over 4,000 volunteers.

Business and Executive Services (BES)

BES is overseen by the Deputy Secretary and provides support services to the four operational arms of DPFEM. This includes finance and payroll, property and procurement, legislation and policy development, Right to Information (RTI), corporate reporting, vacancy management, wellbeing, information technology and oversight of strategic projects.



DPFEM Business
and Executive Services

Forensic Science Service Tasmania (FSST)

FSST provides biological and forensic chemistry services. This includes examination of crime scenes for biological evidence, DNA profiling, identification of blood, semen and human hair and confirmation of illicit drugs in drivers.



Key people



Donna Adams

DPFEM Secretary
State Controller
Commissioner of Police



Jeremy Smith

Fire and Emergency Services
Commissioner



Ross Hinkley

DPFEM Deputy Secretary
Business and Executive Services



Jonathan Higgins

Deputy Commissioner
of Police

Vacant

State Fire Commission Chair



Mick Lowe

SES Executive Director



Matthew Lowe

TFS Deputy Chief Officer
Operations



Andrea Heath

TFS Executive Director
Strategy & Capability



Adrian Bodnar

Assistant Commissioner
Operations



Rob Blackwood

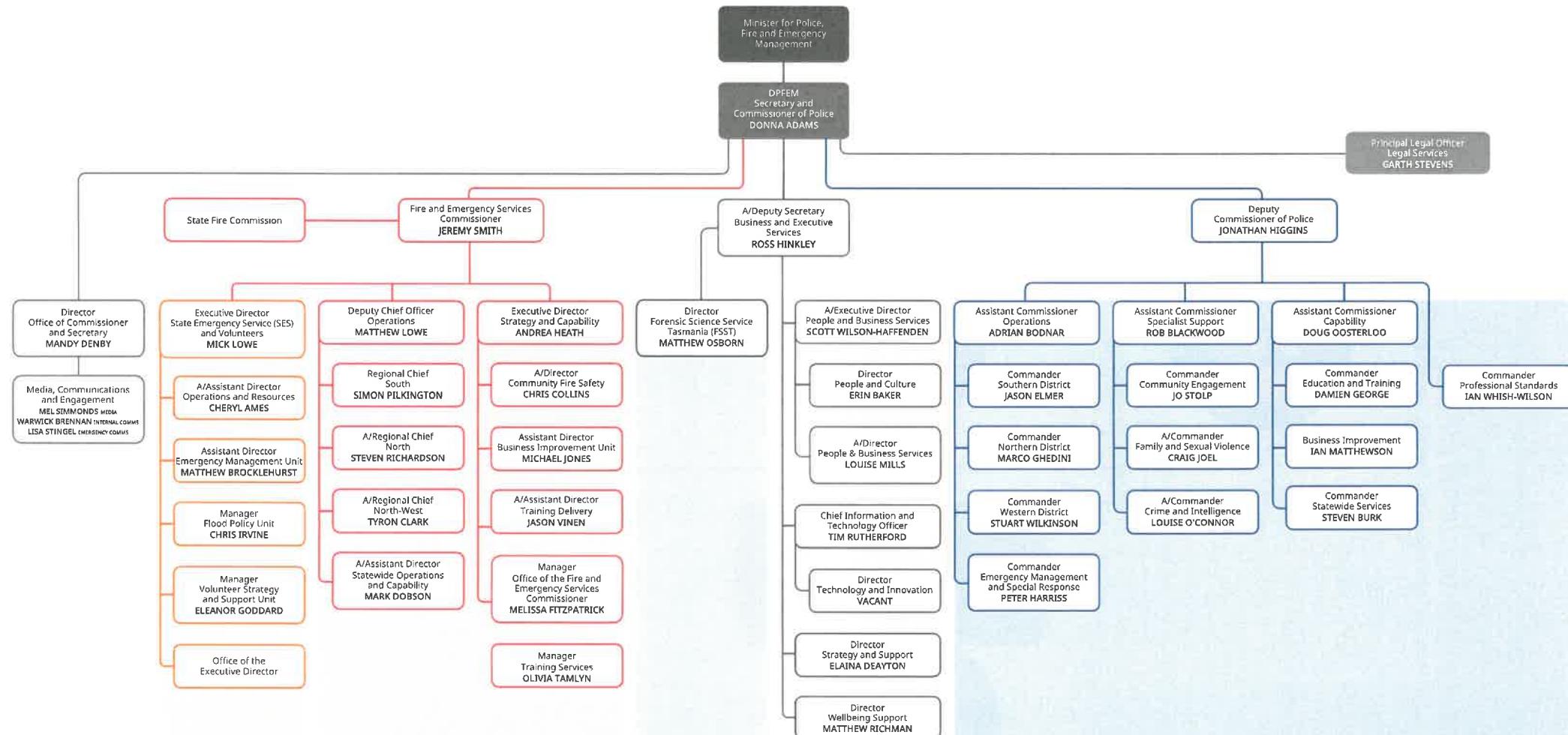
Assistant Commissioner
Specialist Support



Doug Oosterloo

Assistant Commissioner
Capability

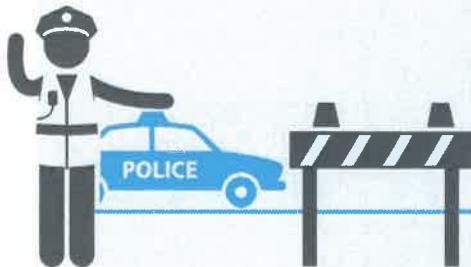
Organisational structure



DPFEM Business
and Executive Services



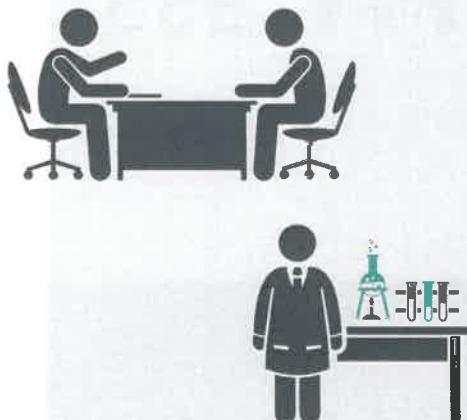
An average day at DPFEM



- 1280** Uniform patrol hours
- 367** Random breath and oral fluid tests conducted
- 93** Traffic infringement notices issued
- 58** Public order incidents attended
- 21** Vehicle crashes attended
- 18** Offences against persons attended



- 201** Telephone calls received
- 81** Burn registrations received
- 36** Fire incidents attended by TFS



- 154** Emails quarantined for security reasons
- 257** Open workers compensation claims to evaluate and progress
- 206** Traffic camera images to adjudicate
- 114** Invoices processed
- 67** Forensic requests received by FSST
- 74** Reports to assess, release and provide information to the Registrar for working with vulnerable children matters

- 18** Incidences of family violence attended
- 8** Drug offenders proceeded against
- 4** Motor vehicle thefts responded to
- 3** Public place assaults attended
- 2** Vehicles clamped or confiscated
- 1** Rescue operation
- 1** Liquor infringement notice issued

- 4** SES call outs
- 1** Training courses run – with an average of 12 participants

- 69** New IT Service Centre requests – supporting 3,901 end user devices across the agency
- 4** New clients received by Wellbeing Support
- 14** Sessions with mental health professionals
- 3** Wellbeing checks
- 2** New Right to Information applications

Staff

1555
police officers



359
TFS firefighters



973
State Service employees



5248
volunteers



DPFEM workforce

As at 14 July 2025, the DPFEM workforce comprises:

- 1,555 police officers
- 359 firefighters
- 973 State Service employees providing support to frontline staff.
- 5,248 volunteers provide support to TFS and SES through 213 fire brigades and 37 SES units.

GENDER PROFILE – all staff

	Police Officers	Firefighters	State Service Employees
Female	577	30	577
Male	978	328	395
TOTAL	1555	359	973

AGE PROFILE – all staff

Age group	Police Officers	Firefighters	State Service Employees
15-19	30	0	3
20-24	163	2	45
25-29	196	24	91
30-34	181	53	121
35-39	167	44	112
40-44	198	57	129
45-49	175	53	116
50-54	218	51	147
55-59	187	48	110
60-64	40	26	66
65-69	0	1	26
70-74	0	0	4
75-79	0	0	2
TOTAL	1,555	359	973

BUSINESS AREAS – State Service Employees

Business Area	Headcount
Tasmania Police	327
Tasmania Fire Service	233
Forensic Science Services Tasmania	38
State Emergency Service	47
Business and Executive Services	328
TOTAL	973

Key service delivery areas

The Department's activities are based on four key service delivery areas:

1

Public safety

Aim: For the community to feel safe and be safe

This involves:

- strategies around high-visibility policing
- reducing antisocial behaviour
- alcohol and drug related public order issues
- operational readiness.

2

Crime

Aim: To reduce crime.

This involves:

- developing targeted initiatives and partnerships with other Australian jurisdictions to reduce crimes such as serious and organised crime
- firearms
- violence against women and children
- volume crime (such as stealing, burglary and common assault).

3

Traffic policing

Aim: To improve driver behaviour through traffic law enforcement.

This includes:

- conducting high-visibility road safety operations
- targeting high-risk offending such as speeding and drink driving.

4

Emergency management

Aim: To contribute towards community resilience through effective security and emergency management.

This includes:

- search and rescue (land, helicopter and marine)
- counter-terrorism
- frontline emergency response to storm or flood events
- structural and bush firefighting.

Priority issues



DPFEM budget situation

- The Department's budget position is unsustainable.
- DPFEM's budget position is driven by significant increases in workers compensation costs, high overtime costs from workplace injury absences, inadequate funding for rescue helicopter services, increased capital expenditure, underfunded increases in the superannuation guarantee rate and inadequate indexation on both salaries and non-salaries.
- DPFEM's budget efficiency target translated to a 3.9% reduction (\$3.914 million) in 2024-25, rising to 11.7% reduction (\$11.737 million) by 2026-2027. The percentages are high because DPFEM is not able to apply the budget efficiency to expenses associated with the Tasmania Fire Service (which are not funded through appropriation), police salaries, capital expenditure, grants and the Tasmanian Government Radio Network (TasGRN).

Workers compensation

DPFEM's workers compensation premium has risen from \$1.37 million in 2014-15 to \$46.6 million in 2025-26. This represents an increase of \$13.7 million on the 2024-25 premium (\$32.9 million).

Modeling undertaken by Edith Cowan University projects that the workers compensation premium will

rise to \$44 million in 2027 and \$65 million in 2033.

The current workers compensation premium is not affordable, is unsustainable and well exceeds the Department's allocated appropriation for workers compensation.

Roster Reform

A roster reform project was first established in 2019 and since that time, several trials of non-Award compliant rosters have been undertaken across the 24/7 stations.

There have been increases to overtime costs, which can be attributed to the current trial roster patterns not being compatible with the Frontline Staffing policy.

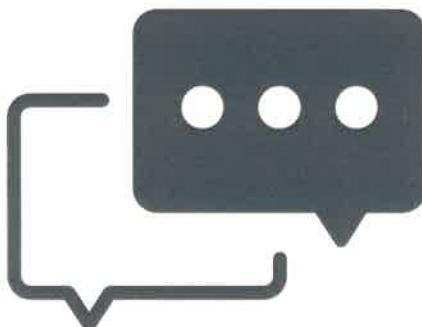
All roster trials have now ceased, with all 24/7 Police stations across the State, reverting to an Award compliant roster, known as the 'Ottawa' roster.

A Roster Reform Working Group has been established to continue work of roster reform and future options for consideration, with a view to negotiating changes to the Award as part of the Enterprise Bargaining (EB) process.

Constituent issues

Frequent constituent issues

The following issues are most frequently raised by community members with the Minister for Police, Fire and Emergency Management and other Members of Parliament.



Tasmania Police

- Hooning – specific locations of concern or patterns of offending.
- Firearms – refusal of international exemptions and antique firearms changes.
- Visibility of police patrols, staffing at stations (particularly in regional areas) and/or requests for stations to be staffed 24/7.
- Public disorder and crime, in particular youth crime.

TFS and SES

- TFES reforms – future governance and financial model.
- Fuel reduction burns – seeking burns in particular areas for public safety.
- Support for volunteers, including facilities and equipment.

Department of Premier and Cabinet

Agency Overview

7

Secretary

Kathrine Morgan-Wicks

Mobile: Out of scope, s.36

Overview

The Department of Premier and Cabinet (DPAC) leads the Tasmanian State Service in supporting the Government to achieve the best possible outcomes for the Tasmanian community.

DPAC provides a broad range of services to Cabinet, other members of Parliament, government agencies and the community.

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

DPAC works in partnership with the communities and agencies to:

- effectively lead and facilitate whole-of-government solutions and reform programs;
- provide valued 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; and
- develop effective systems to make our work easier.

DPAC's full Agency Overview is attached.

Budget (per Public Account Expenditure Summary): \$627.4 million.

Workforce Facts

Paid FTE: 552.50

Paid headcount by employment type:

- Permanent: 497
- Fixed term: 90
- Other: 33

TOTAL: 620

This data has been provided by DPAC's Chief Financial Officer as at 16 July 2025.

Key Issues

DPAC has prepared the following whole-of-government Issues Briefs:

- National Agreements;
- Wages Principles – Wages Negotiations 2025;
- Tasmanian State Service Reform; and
- Keeping Children Safe.

These Issues Briefs are additional to the full set of Incoming Government Briefs provided separately.



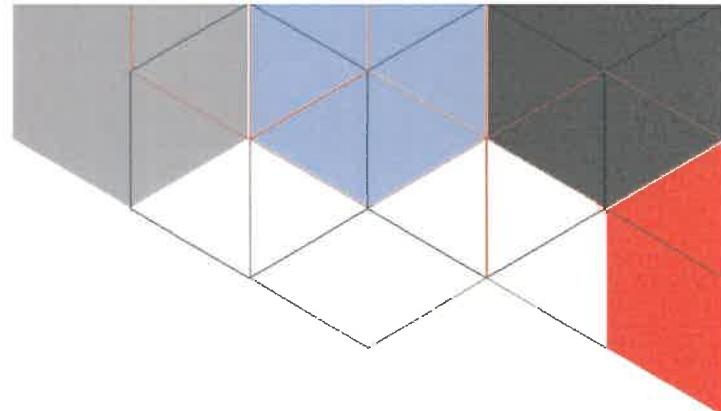
Department of Premier and Cabinet

Agency Overview



Contents

- Our Role
- Our Structure
- Our Locations
- Our Executive



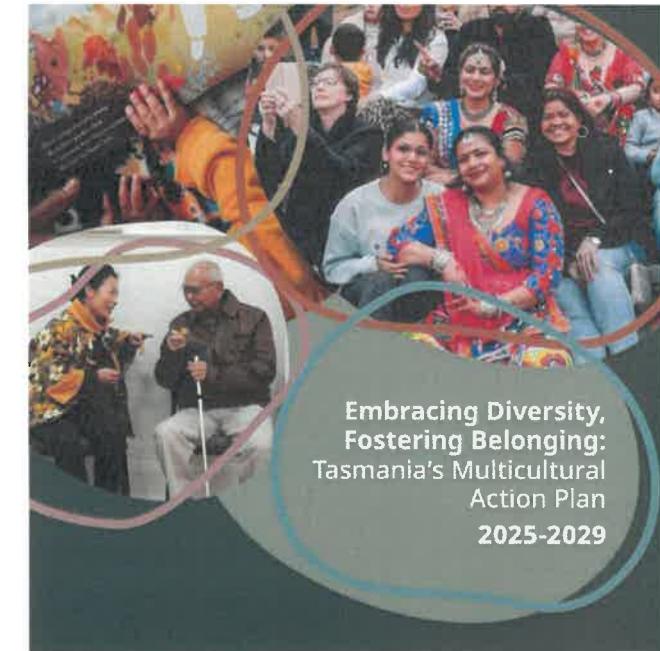
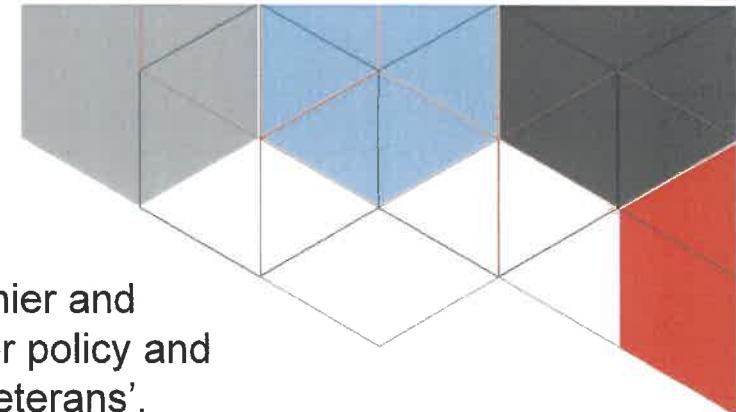
Our Role

As the central agency of the Tasmanian Government, the Department of Premier and Cabinet provides stewardship of the Tasmanian State Service and leads major policy and whole-of-government reform programs. This includes child safety, disability, veterans', women, the prevention of family violence, community services, aboriginal affairs and for local government.

We provide quality advice to the Premier and Cabinet on matters of state and national significance including supporting the Premier in their role as the national Chair of the Council for the Australian Federation.

We support and advise the minister administering the State Service Act and the role of Head of the State Service, to achieve a workforce to deliver important services to the Tasmanian community.

We provide an emergency management centre of excellence for the Tasmanian Government to reduce Tasmania's exposure to the impacts of disasters and enhance the State's response and recovery capacity. We also build a more secure and resilient Tasmania by advising on national security matters.



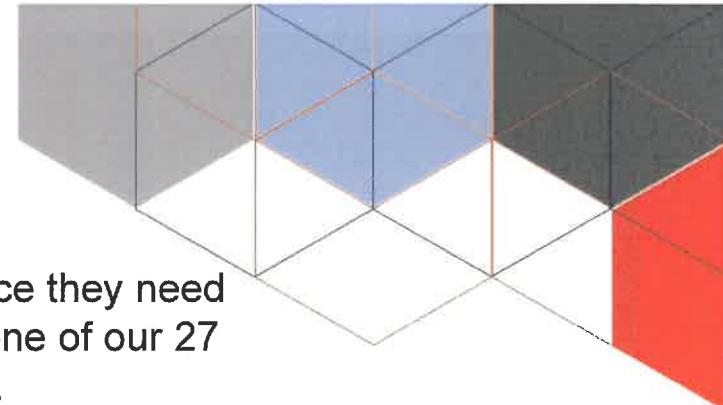
Our Role (cont.)

We are here to make it easy for Tasmanians to access the services and advice they need at every stage of life through Service Tasmania, whether that's in-person at one of our 27 service centres, over the phone, or online via our website and myServiceTas.

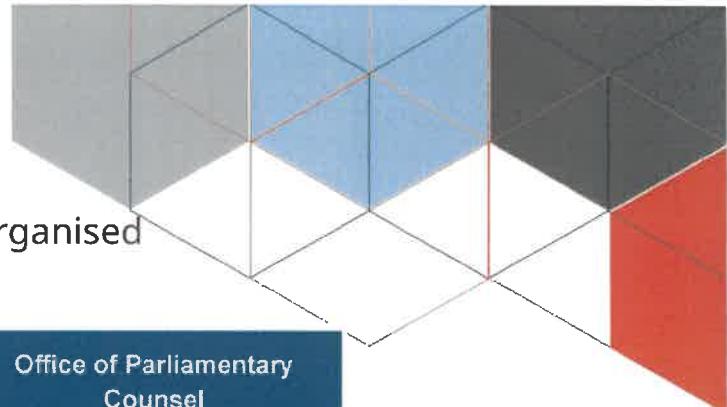
While we carry out transactions on behalf of other agencies (licences, registrations, identity etc), we also directly manage select community grants and relief packages and deliver several key card and concession programs on behalf of the state government. These include Seniors, Companion, and Personal

Information Cards, as well as the Concessions and Discounts Guide and Veteran Wellbeing Voucher Program.

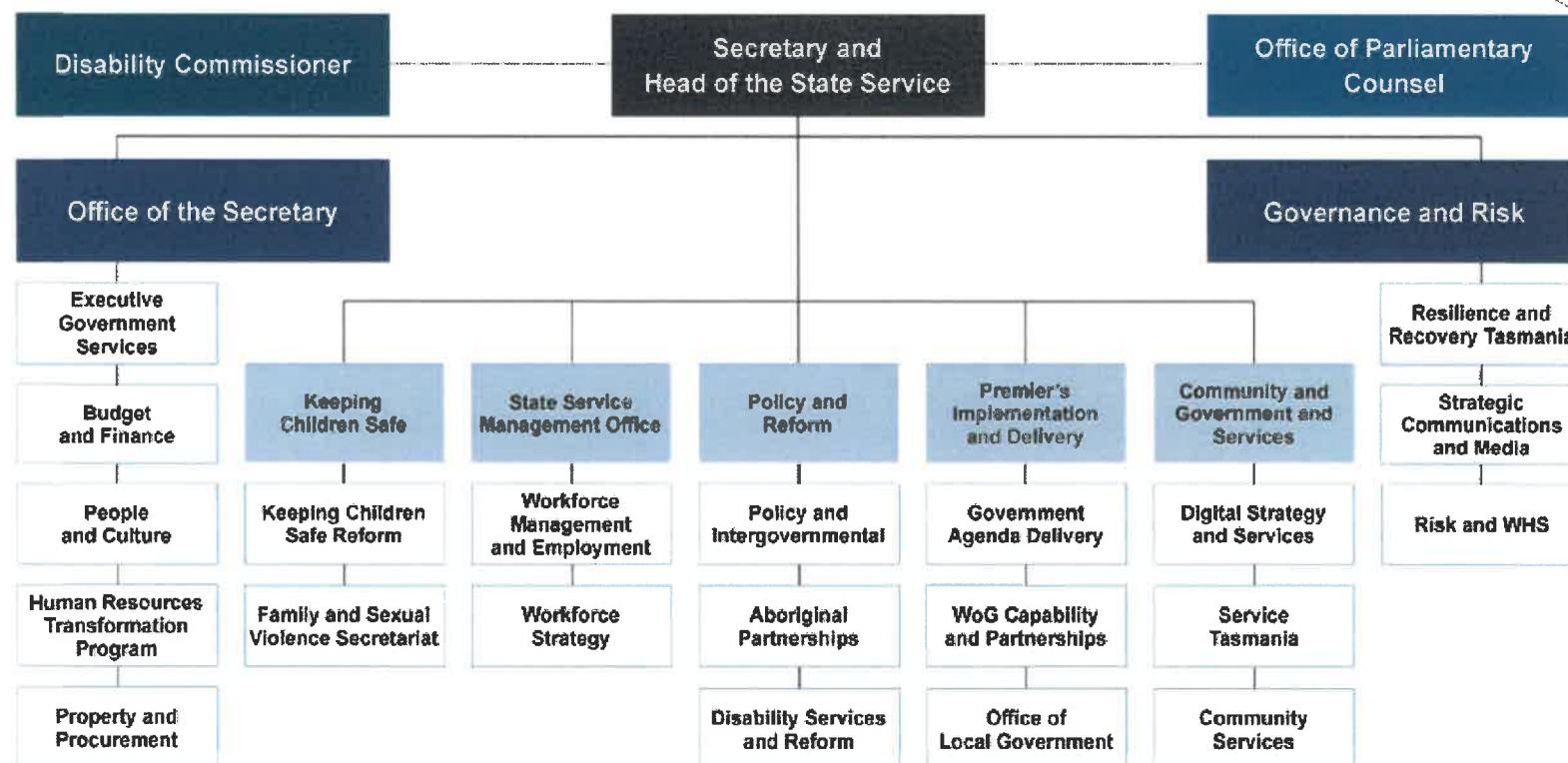
We support Whole of Government digital transformation initiatives through collaboration and engagement with our agencies and partners closely with agencies and industry providers to remain at the forefront of emerging technology, cyber security and digital trends.



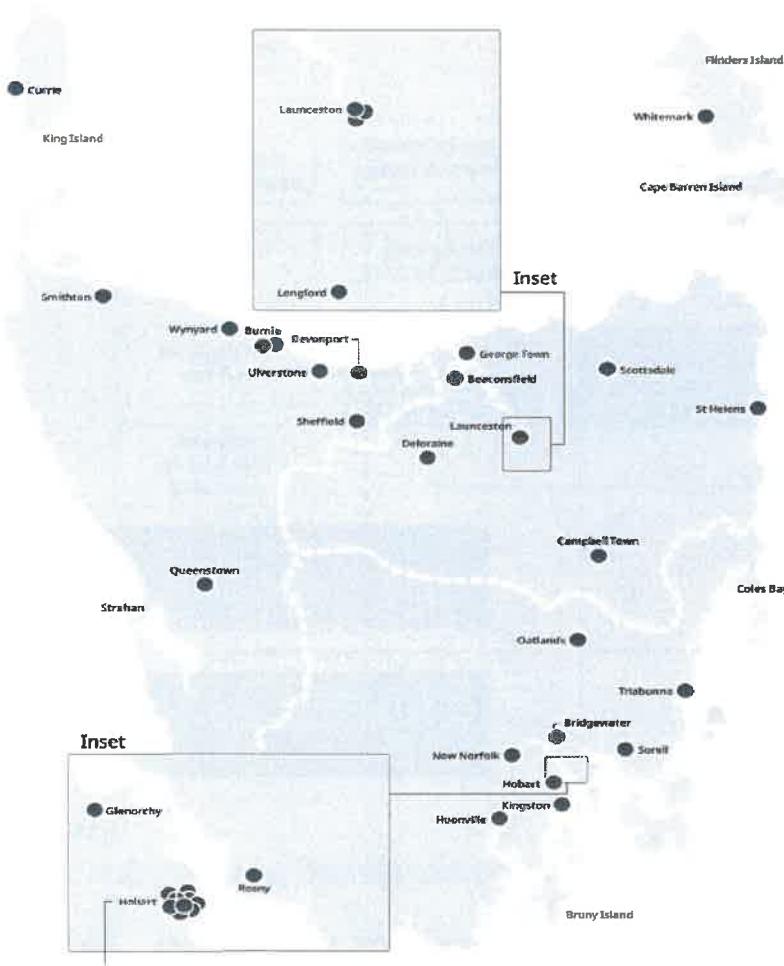
Our Structure



To best support the government and the people of Tasmania, our functions are organised as follows:

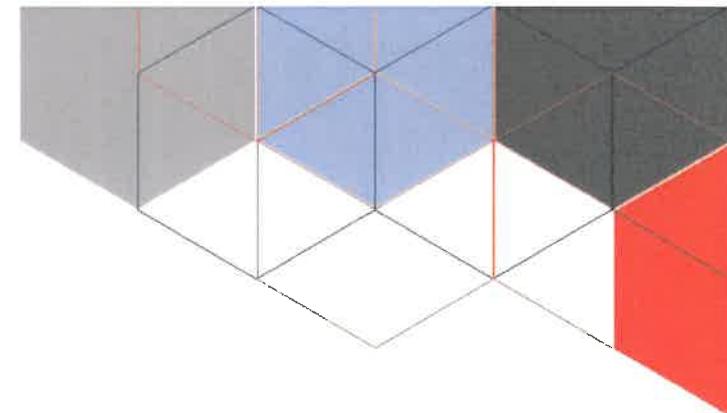


Department of Premier and Cabinet locations



Hobart locations
Executive Building, 15 Murray Street
Franklin Square, 21 Murray Street
21 Kirkway Place
144 Macquarie Street

199 Macquarie Street
188 Collins Street
Telstra Centre, 70 Collins Street
1 Franklin Wharf
7-9 Franklin Wharf



Our Locations

We are located across Tasmania, including King Island and Flinders Island.

The majority of locations provide services directly to the Tasmanian community, through Service Tasmania.

Our Executive



Kathrine Morgan-Wicks

Secretary and Head of the State Service

Out of scope, s.36

Out of scope, s.36

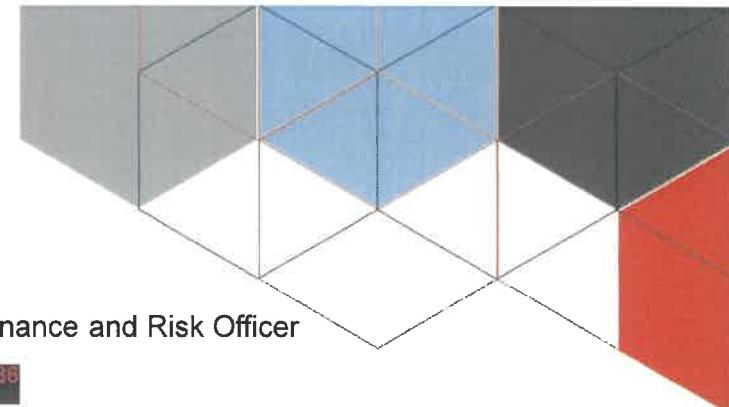


Lisa Howes

Chief Governance and Risk Officer

Out of scope, s.36

Out of scope, s.36



Shane Gregory

Associate Secretary and Chief Operating Officer

Out of scope, s.36

Out of scope, s.36



Mellissa Gray

Deputy Secretary Policy and Reform

Out of scope, s.36

Out of scope, s.36



Amanda Russell

Deputy Secretary State Service Management Office

Out of scope, s.36

Out of scope, s.36



Noelene Kelly

Deputy Secretary Community and Government Services

Out of scope, s.36

Out of scope, s.36

Our Executive (cont.)



Mathew Healey

Deputy Secretary Strategy and Delivery

Out of scope, s.36

Out of scope, s.36

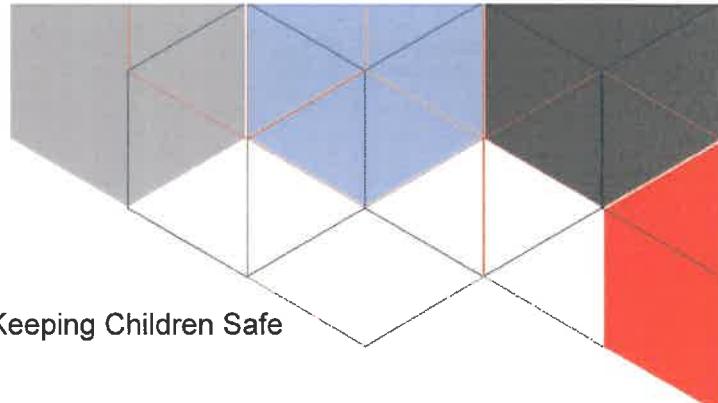


Courtney Hurworth

Chief Reform Lead, Keeping Children Safe

Out of scope, s.36

Out of scope, s.36



Justin Thurley

Chief Information Officer

Out of scope, s.36

Out of scope, s.36



Glen Dean

Chief Financial Officer

Out of scope, s.36

Out of scope, s.36



Melanie Brown

Acting Director Executive Government Services

Out of scope, s.36

Out of scope, s.36

Department of Treasury and Finance

Agency Overview

9

Secretary

Gary Swain

Mobile: [Out of scope, s.36](#)

Overview

The Department of Treasury and Finance (Treasury) develops and implements strategies to achieve the Government's economic and fiscal objectives, providing the Government with objective advice on the economic and financial management of Tasmania.

Treasury undertakes various activities including:

- monitoring and analysing trends in economic conditions and forecasting economic parameters for Tasmania;
- preparing and monitoring the State Budget, managing the Public Account and providing advice on financial and resource management in the public sector, taking into account the Government's strategies and priorities;
- monitoring and providing advice on the performance and management of government businesses;
- managing the Government's office accommodation portfolio, managing insurable risks of agencies, managing property sales and whole-of-government procurement;
- providing policy advice on regulatory and financial issues, intergovernmental financial relations and State taxation issues and State taxation collection on behalf of the Commissioner of State Revenue; and
- supporting the Tasmanian Economic Regulator, the State Grants Commission, the Tasmanian Liquor and Gaming Commission, the Commissioner for Licensing, the Commissioner of State Revenue and the Superannuation

Commission to carry out their statutory, regulatory and other functions.

Treasury's full Agency Overview is attached.

Key Facts

Paid FTE: 322.61

Paid headcount by employment type:

- Permanent: 307
- Fixed term: 25
- Other: 16

TOTAL: 348

This data has been provided by the State Service Management Office as at 30 June 2024.

Key Issues

Treasury has prepared a whole-of-government Issues Brief on Tasmania's Fiscal Situation.

2025 Incoming Government Briefing

Subject	Treasury Agency Overview
---------	--------------------------

Background

- In accordance with the current Administrative Arrangements Order, the Department of Treasury and Finance is responsible to the Treasurer and Minister for Finance.
- Treasury develops and implements strategies to achieve the Government's economic and fiscal objectives as well as supporting statutory bodies.

Divisions

Budget and Finance Division

- The Budget and Finance Division is responsible for the preparation and monitoring of the State Budget; maintaining accounts; preparing financial statements for the Public Account; and providing advice on financial management, policy and sustainability in the public sector. The Division manages identified insurable risks of agencies (through the Tasmanian Risk Management Fund), common use contracts, the government procurement framework, government-owned and leased office accommodation, property sales and strategic property site redevelopments.

Economic and Financial Policy Division

- The Economic and Financial Policy Division provides a wide range of policy advice on economic and financial issues, intergovernmental financial relations, State taxation issues and energy pricing related matters. The Division provides strategic advice; monitors the performance of Government businesses; and provides resources for the Tasmanian Economic Regulator, Superannuation Commission and State Grants Commission to carry out their statutory functions.

Revenue Gaming and Licensing Division

- The Revenue, Gaming and Licensing Division primarily undertakes work on behalf of statutory bodies and office holders. The Revenue Branch assists the Commissioner of State Revenue in collecting State taxation revenue and administering grant programs. The Liquor and Gaming Branch supports the Commissioner for Licensing and the Tasmanian Liquor and Gaming Commission in the administration and regulation of liquor licensing and gambling in Tasmania and provides advice to the Government on liquor and gaming policy.

Corporate and Governance Division

- The Corporate and Governance Division supports the Secretary and corporate governance committees to lead and manage Treasury. The Division provides business services within Treasury including information management and corporate communications, information systems and information technology, infrastructure management, corporate finance, governance and secretariat services and human resource management.

Project Marinus Whole-of-State Business Case

- In September 2023 the Tasmanian Government announced that a comprehensive Whole-of-State Business Case would be completed by Treasury prior to a Project Marinus Final Investment Decision by the Government.

Key and emerging priorities

Treasury's key and immediate priorities following the outcome of the 2025 State Election are set out as follows:

2025-26 Budget including establishment of Budget Committee

- An urgent decision is needed on the 2025-26 Budget Day and process to allow Treasury to finalise the Budget, and to avoid the need for an additional Supply Bill.
- Determine if a Budget Sub-Committee will be established, along with the Terms of Reference for its operation including: membership, meeting dates, and administrative matters.
- Treasury requires urgent confirmation of the ministry and portfolio structure of the Incoming Government to enable the restructure of agency budget data in the Budget Information Management System.
- The format of the Fiscal Strategy Budget Chapter will also need to be determined as part of the 2025-26 Budget Development process.

Impact of election commitments on budget and forward estimates

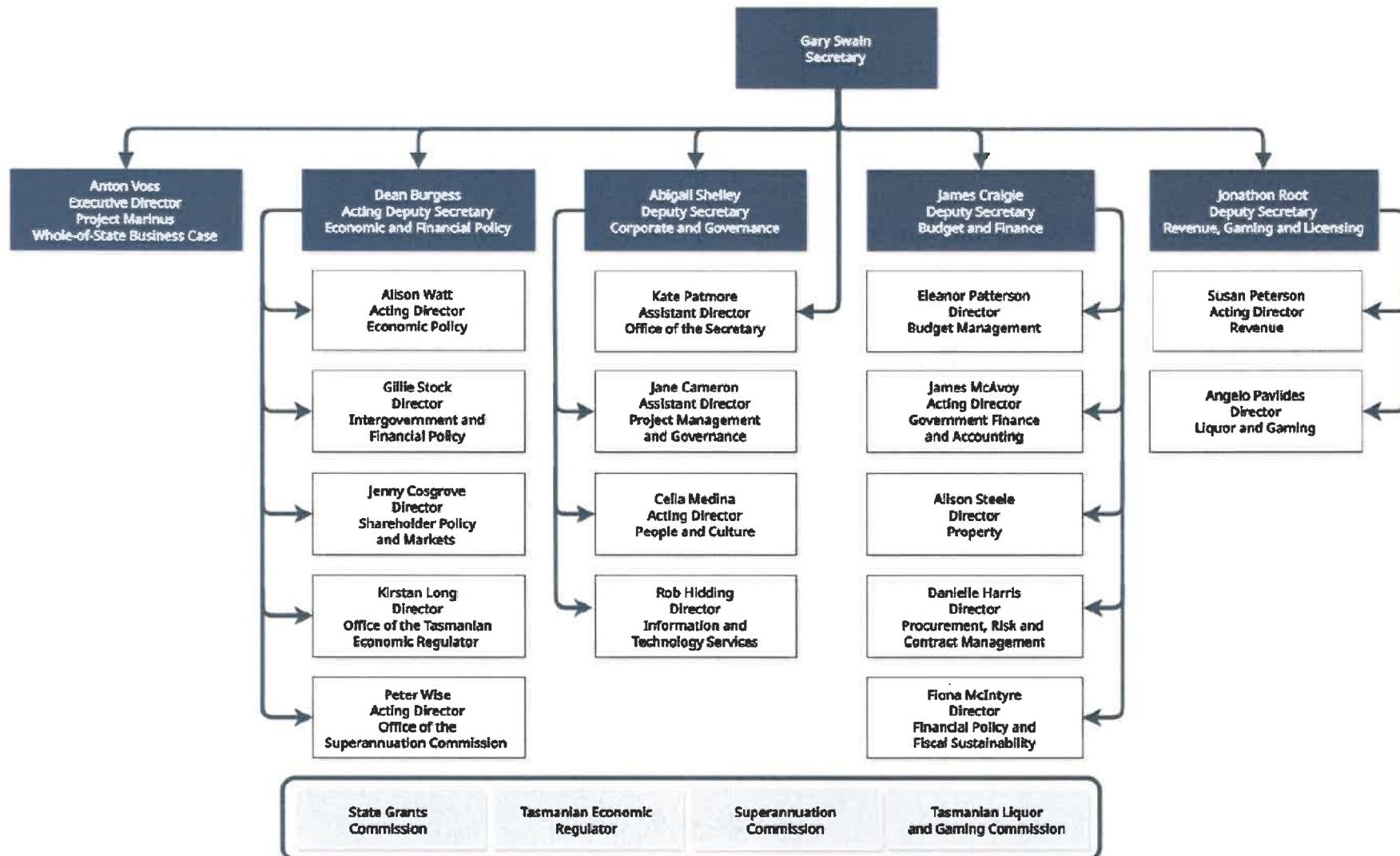
- Following the outcome of the 2025 State Election, the incoming Government will need to provide additional information to ensure all announcements and initiatives are accurately identified and captured.
- Treasury will work closely with the Treasurer's Office and relevant agencies to confirm the full suite of commitments made during the election campaign.

Marinus

- The implications arising from a positive Marinus Link FID will require coordinated advice and information from across Government to assess and understand financial exposures, broader policy impacts and required next steps.

Department of Treasury and Finance Organisational Chart

As at 1 July 2025



Department of Justice Agency Overview

11

Secretary

Kristy Bourne

Mobile: Out of scope, s.36

Overview

The Department of Justice (DoJ) provides services that contribute to achieving a fair, just and safe Tasmania by providing an accessible system of justice, protecting and respecting rights, improving laws, influencing positive behaviour and enforcing legal and regulatory responsibilities. DoJ delivers a range of services related to the administration of justice, legal services, corrections, rehabilitation and enforcement and regulatory and other services.

DoJ provides administrative support for: the Asbestos Compensation Commissioner; Magistrates Court; Parole Board of Tasmania, Supreme Court; Tasmania Legal Aid; Tasmanian Civil and Administrative Tribunal; Tasmanian Electoral Commission; Tasmanian Industrial Commission; Tasmanian Planning Commission and WorkCover Tasmania Board.

It also supports the statutory offices of the Anti-Discrimination Commissioner; Independent Regulator; Solicitor-General; State Litigator; Crown Solicitor; Director of Public Prosecutions; Public Guardian and the Implementation Monitor. Each of these areas have separate accountability arrangements.

DoJ's full Agency Overview is attached, including budget information on pages 29-35.

Workforce Facts

Paid FTE: 1,644.64

Paid headcount by employment type:

- Permanent: 1,566
- Fixed term: 181
- Other: 33

TOTAL: 1,780

This data has been provided by the State Service Management Office as at 30 June 2024.

DoJ has provided further workforce information on page 24 of its Agency Overview.

Key Issues

DoJ has prepared the following Issues Briefs:

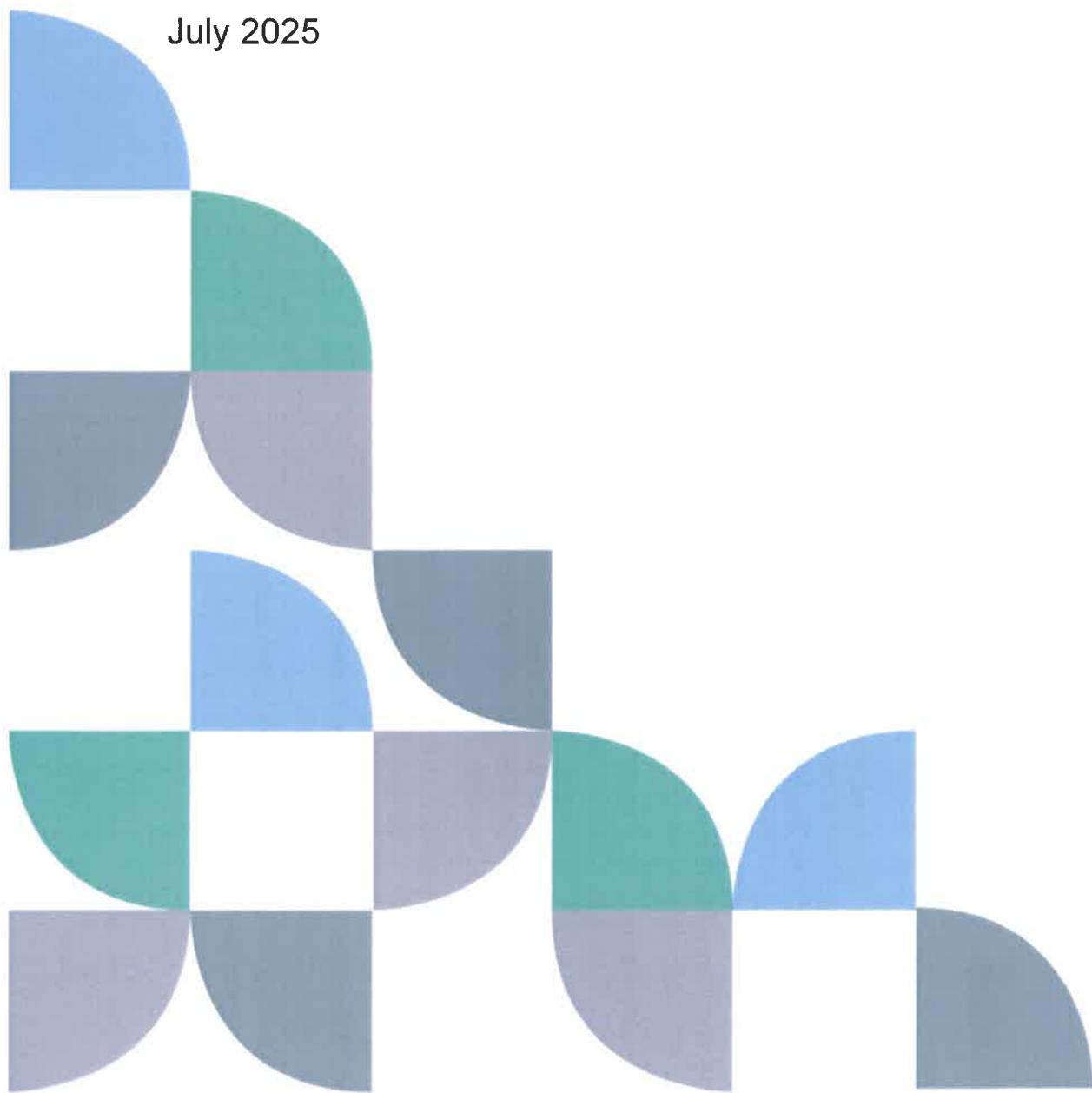
- Children and Young People in Watch Houses; and
- Prisoner Accommodation Capacity.

INCOMING GOVERNMENT BRIEFING

Premier

Overview – Department of Justice

July 2025



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Overview

The Department of Justice (the Department) delivers a range of services related to the administration of justice, legal services, corrections, rehabilitation and enforcement and regulatory and other services.

The Department is responsible to the following Ministers:

- Attorney-General
- Minister for Justice
- Minister for Corrections and Rehabilitation
- Minister for Housing, Planning and Consumer Affairs

The Department comprises the following Outputs:

- Consumer, Building and Occupational Services
- Corrective Services (Tasmania Prison Service and Community Corrections)
- Crown Law
- Monetary Penalties Enforcement Service
- Registry of Births, Deaths and Marriages
- Justice Support Services (which incorporates Victims Support, Victims of Crime Assistance and Redress, Office of the Public Guardian, Safe at Home and Working with Vulnerable People)
- Strategic Legislation and Policy
- Strategy, Governance and Major Projects
- WorkSafe Tasmania

The Department provides administrative support for the:

- Asbestos Compensation Commissioner
- Magistrates Court
- Parole Board of Tasmania
- Supreme Court
- Tasmania Legal Aid
- Tasmanian Civil and Administrative Tribunal
- Tasmanian Electoral Commission
- Tasmanian Industrial Commission
- Tasmanian Planning Commission
- WorkCover Tasmania Board.

It also supports the statutory offices of the:

- Anti-Discrimination Commissioner
- Independent Regulator
- Solicitor-General
- State Litigator
- Crown Solicitor
- Implementation Monitor

Each of these areas have separate accountability arrangements.

The Department provides corporate services support (through the Human Resources Branch, Wellbeing Services Unit, Finance Branch and the Office of the Chief Information Officer) to the Tasmanian Audit Office, the Integrity Commission, the Office of the Ombudsman, the Office of the Director of Public Prosecutions, the Legal Profession Board and the Public Trustee through Service Level Agreements.

Agency Executive

The Department's Agency Executive consists of the Secretary and four Deputy Secretaries.

The responsibilities of each Agency Executive member are outlined in the organisational chart on page 11.

Secretary: Kristy Bourne

Out of scope, s.36

Work telephone: **Out of scope, s.36**

Mobile: **Out of scope, s.36**

A/Deputy Secretary, Strategy, Governance and Major Projects: Gavin Wailes

Out of scope, s.36

Work telephone: **Out of scope, s.36**

Mobile: **Out of scope, s.36**

Deputy Secretary, Regulation and Service Delivery: Ross Smith

Out of scope, s.36

Work telephone: **Out of scope, s.36**

Mobile: **Out of scope, s.36**

Deputy Secretary, Justice and Reform: Pauline van Adrichem

Out of scope, s.36

Work telephone: **s.36**

Mobile: **Out of scope, s.36**

A/Deputy Secretary, Corrective Services: Colin Shepherd

Out of scope, s.36

Work telephone: **s.36, Out of scope**

Mobile: **Out of scope, s.36**

First 30 days – Decisions/Actions Required

Separate Minutes and any associated documentation will be provided to portfolio Ministers in relation to the following issues.

Appointments

S.27

Funding Agreements, Deeds and Leases

S.27

S.27

Legislation / Regulations

- **Re-tabling of lapsed Bills, new Bill proposals** – consideration required on which lapsed Bills to reintroduce to maintain business on the Parliamentary schedule. Any urgent new Bill proposals for 2025 tabling require urgent drafting approval.
- **Commission for Children and Young People Bill** – the timeframe agreed with the previous Government and the Implementation Monitor was interrupted by caretaker. Early passage will support implementation.
- **Sunsetting terrorism legislation** – consideration required on extending the *Police Powers (Public Safety) Act 2005* and *Terrorism (Preventative Detention) Act 2005* which expire on 31 December 2025.

Legal Matters

S.27

S.27

Ministerial Meetings

- **Building Ministers' Meeting** – decision required on availability to attend the Building Ministers' Meeting being convened virtually by Minister O'Neill in early August 2025 (likely 8 or 11 August).
- **Standing Council of Attorneys-General (SCAG) Meeting** – decision required on availability to attend the SCAG meeting being held in Sydney on the morning of Friday 15 August. It is also likely that a pre-SCAG dinner will be arranged for the evening of Thursday 14 August.

Annual Reports

The Attorney-General and Minister for Justice is responsible for the tabling of a significant number of annual reports. Those due to the Minister by the end of August and September are set out below.

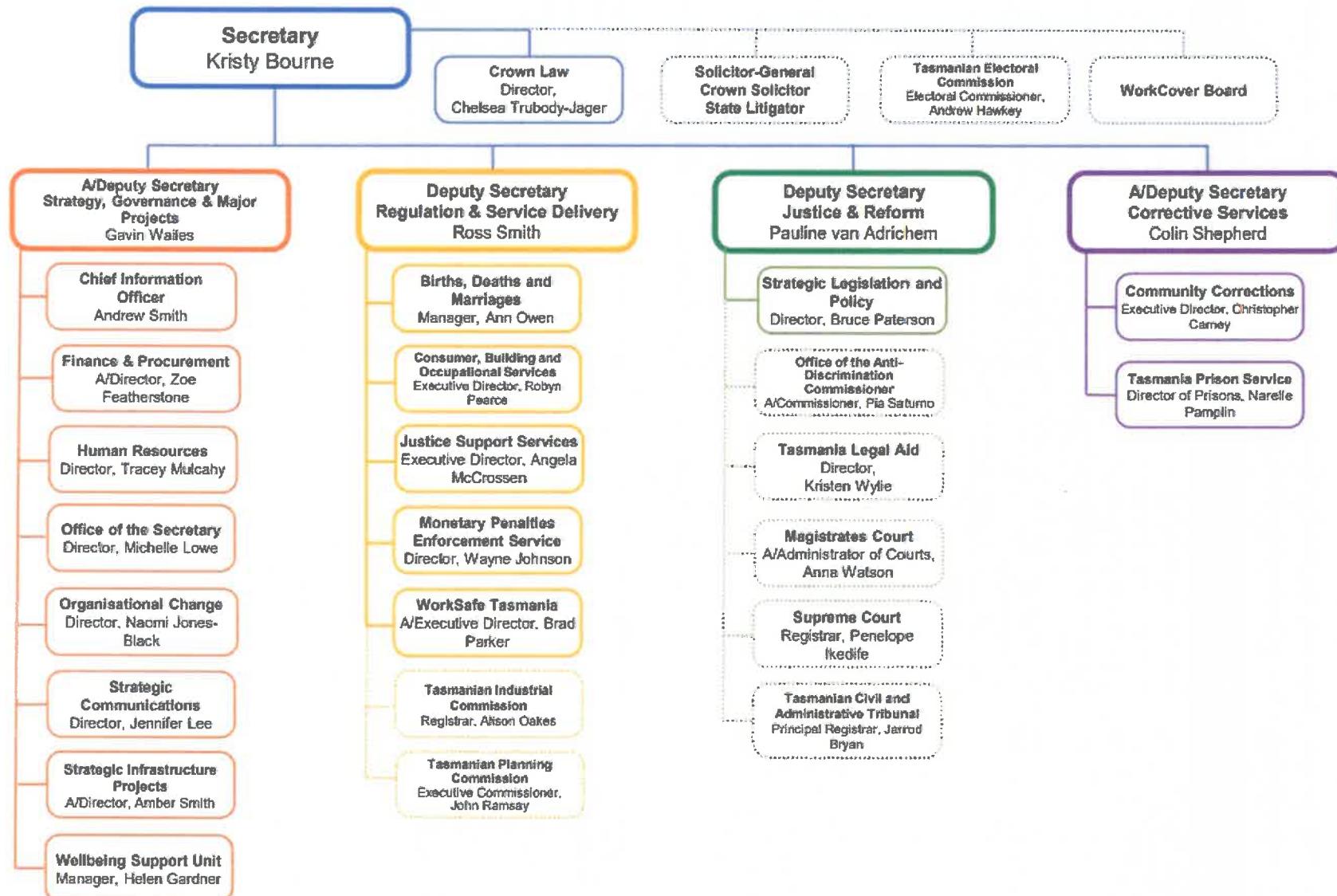
Report	Report Timeframes	Legislative Requirements	Tabling Requirement
Report due August 2025			
Legal Profession Board	To Minister by 31 August	<u>Section 601 of the Legal Profession Act 2007</u>	By 31 October
Reports due September 2025			
Anti-Discrimination Commissioner	To Minister by 30 September	<u>Section 10 of the Anti-Discrimination Act 1998</u>	14 sitting days after receipt
Director of Public Prosecutions	To Minister by 30 September	<u>Section 15 of the Director of Public Prosecutions Act 1973</u>	10 sitting days after receipt
Public Guardian	To Minister by 30 September	<u>Section 84 of the Guardianship Administration Act 1995</u>	14 sitting days after receipt
Solicitor-General	To Minister by 30 September	<u>Section 11 of the Solicitor-General Act 1983</u>	10 sitting days after receipt
Ombudsman's inspection report – <i>Police Powers (Surveillance Devices) Act 2006</i>	To Minister by 30 September	<u>Section 44 of the Police Powers (Surveillance Devices) Act 2006</u>	15 sitting days after receipt
Ombudsman's inspection report – <i>Police Powers (Controlled Operations) Act 2005</i>	To Minister by 30 September	<u>Section 28 of the Police Powers (Controlled Operations) Act 2006</u>	15 sitting days after receipt
Mental Health Official Visitor (Ombudsman)	To Minister by 30 September	<u>Section 166 of the Mental Health Act 2013</u>	10 sitting days after receipt
DPFEM – <i>Police Powers (Surveillance Devices) Act 2006</i>	To Minister by 30 September	<u>Section 44 of the Police Powers (Surveillance Devices) Act 2006</u>	15 sitting days after receipt
Implementation Monitor	To Minister by 30 September	<u>Section 21 of the Child Safety Reform Implementation Monitor Act 2024</u>	10 sitting days after receipt
Expungement of Historical Offences	To Minister by 30 September	<u>Section 30(1) of the Expungement of Historical Offences Act 2017</u>	10 sitting days after receipt

Output Structure and Organisational Responsibility

The following table sets out the Department's Output structure, and corresponding organisational and portfolio responsibilities.

Output Group	No.	Output	Organisational Responsibility	Minister
Output Group 1 Administration of Justice	1.1	Supreme Court Services	Supreme Court	A-G & Justice
	1.2	Magisterial Court Services	Magistrates Court	A-G & Justice
	1.3	Births, Deaths and Marriages	Births, Deaths and Marriages	A-G & Justice
	1.4	Tasmanian Civil and Administrative Tribunal	Tasmanian Civil and Administrative Tribunal	A-G & Justice
	1.5	Tasmania Legal Aid	Tasmania Legal Aid	A-G & Justice
	1.6	Legal Assistance	Office of the Secretary	A-G & Justice
	1.7	Office of the Anti-Discrimination Commissioner	Office of the Anti-Discrimination Commissioner	A-G & Justice
	1.8	Elections and Referendums	Tasmanian Electoral Commission	A-G & Justice
	1.9	Tasmanian Industrial Commission	Tasmanian Industrial Commission	A-G & Justice
	1.10	Office of the Independent Regulator	Office of the Independent Regulator	A-G & Justice
	1.11	Office of the Implementation Monitor	Office of the Implementation Monitor	A-G & Justice
	1.15	Commission for Children and Young People	Commission for Children and Young People	A-G & Justice
	2.1	Crown Law	Solicitor General Crown Solicitor State Litigation Office	A-G & Justice
	2.2	Legislation Development and Review	Strategic Legislation and Policy	A-G & Justice
Output Group 3 Corrections, Rehabilitation and Enforcement	3.1	Prison Services	Tasmania Prison Service	Corrections and Rehabilitation
	3.2	Community Corrective Services	Community Corrections	Corrections and Rehabilitation
	3.3	Enforcement of Monetary Penalties	Monetary Penalties Enforcement Service	A-G & Justice
Output Group 4 Regulatory and Other Services	4.1	WorkSafe Tasmania	WorkSafe Tasmania	Housing, Planning and Consumer Affairs
	4.2	Tasmanian Planning Commission	Tasmanian Planning Commission	Housing, Planning and Consumer Affairs
	4.3	Consumer, Building and Occupational Services	Consumer, Building and Occupational Services	Housing, Planning and Consumer Affairs
Output Group 5 Justice Support Services	5.1	Victims Support	Justice Support Services	A-G & Justice
	5.2	Victims of Crime Assistance and Redress	Justice Support Services	A-G & Justice
	5.3	Office of the Public Guardian	Justice Support Services	A-G & Justice
	5.4	Safe at Home	Justice Support Services	A-G & Justice
	5.5	Working with Vulnerable People	Justice Support Services	A-G & Justice

Organisational Chart



Output Groups

The following provides a brief overview of each Output within the Department.

Output Group 1 – Administration of Justice

1.1 Supreme Court Services

The Department provides administrative support to the Supreme Court, which is an independent statutory body.

This Output is responsible for supporting the Judiciary in the just and timely resolution of criminal and civil matters in the Supreme Court. The Supreme Court has unlimited jurisdiction in criminal and civil matters and acts as a court of review for the Magistrates Court and a range of other decision making bodies.

1.2 Magisterial Court Services

The Department provides administrative support to the Magistrates Court, which is an independent statutory body.

The Magistrates Court hears and determines simple offences, crimes heard summarily under State and Commonwealth legislation, breaches of duty and applications under various State and Commonwealth statutes. It exercises a wide range of appellate and review functions. Court sittings occur at registries in Hobart, Launceston, Devonport, Burnie and several country courts on a regular circuit basis.

1.3 Births, Deaths and Marriages

The Registry of Births, Deaths and Marriages provides services involving the registration of a range of life events which legislation requires, or enables, to be registered. Through the provision of these services, it aims to preserve the rights of individuals including the right to a unique identity. It also issues certificates and provides information to approved applicants.

1.4 Tasmanian Civil and Administrative Tribunal

The TASCAT is a statewide, specialist Tribunal. It resolves applications, appeals and other matters through mediations and conciliations and conducting hearings.

On 1 July 2025 the *Tasmanian Civil and Administrative Tribunal (Additional Jurisdictions) Act 2025* came into effect. From that date, the following streams operate as part of TASCAT:

- Protective Division:
 - Guardianship Stream
 - Mental Health Stream
 - Community, Children and Families Stream

- General Division
 - Resource and Planning Stream
 - Personal Compensation Stream
 - Anti-Discrimination Stream
 - Civil and Consumer Stream
 - Administrative Stream
 - Occupational and Disciplinary Stream.

1.5 Tasmania Legal Aid

The Department provides administrative support to Tasmania Legal Aid (formerly the Legal Aid Commission of Tasmania), which is an independent statutory body.

Tasmania Legal Aid provides universally available free legal information, advice, education and duty lawyer services, together with means tested ongoing representation. It operates under the *Legal Aid Commission Act 1990* with joint State and Australian Government funding.

1.6 Legal Assistance

The Office of the Secretary administers funding to organisations within the legal assistance sector that provide essential legal advice, education and representation services to the community. The Office also administers a range of State Government funding to the sector.

1.7 Office of the Anti-Discrimination Commissioner

The Department provides administrative support to Office of the Anti-Discrimination Commissioner. The Anti-Discrimination Commissioner is a statutory appointee under the *Tasmanian Anti-Discrimination Act 1998* (the Act). The Commissioner's role and function are specified in the Act.

Office of the Anti-Discrimination Commissioner staff assist the Commissioner to fulfil roles under the Act. There are four areas of expertise within the Office of the Anti-Discrimination:

- Training and Education
- Complaint Handling/Policy
- Community Engagement
- Administration.

The Anti-Discrimination Stream of TASCAT conducts inquiries concerning complaints about conduct prohibited by the *Anti-Discrimination Act 1998* and reviews complaint decisions of the Anti-Discrimination Commissioner.

1.8 Elections and Referendums

The Department provides administrative support to the Tasmanian Electoral Commission which is an independent statutory body.

The Tasmanian Electoral Commission has statutory responsibility for the independent and impartial conduct of elections and referendums. It conducts:

- House of Assembly elections, by-elections and recounts
- Legislative Council elections and by-elections
- Local Government elections, by-elections and recounts
- State referendums
- Local Government elector polls
- the implementation of electoral boundary redistributions
- Aboriginal Land Council of Tasmania elections
- other statutory elections
- semi-government and other elections conducted in the public interest
- public electoral information programs.

The Tasmanian Electoral Commission and the Australian Electoral Commission jointly manage and maintain the electoral rolls for Federal, State and Local Government elections.

1.9 Tasmanian Industrial Commission

The Tasmanian Industrial Commission is Tasmania's industrial relations tribunal. It is independent of government and other interests, with a jurisdiction mainly limited to State public servants employed pursuant to the *State Service Act 2000*.

The principal powers and functions of the Commission are set out in the *Industrial Relations Act 1984* which provides the Tasmanian Industrial Commission with the power to hear and determine matters and things arising from, or relating to, industrial matters, including the making of awards and registration of industrial and enterprise agreements. Section 50 of the *State Service Act 2000* also enables the Commission to consider applications from State Service employees for a review of decisions involving selections or any other action that relates to their employment.

1.10 Office of the Independent Regulator

The Office of the Independent Regulator has been operational since 1 January 2024 and oversees compliance with the Child and Youth Safe Organisations Framework for Tasmanian organisations. It operates independently from the Tasmanian Government and reports to Parliament. Its responsibilities include:

- ensuring compliance with the Child and Youth Safe Standards and the Universal Principle for Aboriginal cultural safety

- supporting organisations in preventing, identifying, and responding to harm involving children and young people
- overseeing correct reporting and investigation processes under the Reportable Conduct Scheme
- exercising enforcement powers, including issuing infringements and searching premises under the *Child and Youth Safe Organisations Act 2023*
- sharing information to protect children and young people
- collecting and reporting on trends related to child and youth safety.

1.11 Office of the Implementation Monitor

The Child Safety Reform Implementation Monitor is an independent statutory role established under Section 5 of the *Child Safety Reform Implementation Monitor Act 2024*. Its responsibilities include:

- monitoring and evaluating the Government's implementation of child safety reform recommendations
- reporting annually to Parliament on the progress of these recommendations, including independent evaluations of their effectiveness
- engaging with various stakeholders to track reform implementation, including:
 - government agencies
 - community sector organisations
 - children and young people
 - advocates for child safety
 - individuals affected by child sexual abuse.

1.15 Commission for Children and Young People

The Commission for Children and Young People will be established on the Royal Assent and proclamation of the Commission for Children and Young People Bill. The Commission will comprise the Commissioner for Children and Young People, the Child Advocate, and the Commissioner for Aboriginal Children and Young People. The Commission will have functions and powers relating to oversight, monitoring and promoting the rights of children and young people, including in the youth justice and out of home care systems.

Funding was provided to the Department of Premier and Cabinet in 2024-25 for the establishment of a Commission for Children and Young People, however this funding has been transferred to the Department of Justice to progress this work.

Output Group 2 – Legal Services

2.1 Crown Law

Crown Law provides a framework for the provision of legal services to the State of Tasmania. It provides support to the independent statutory officers of the Solicitor-General and the Director of Public Prosecutions and encompasses the Office of the Crown Solicitor.

Crown Law also encompasses the State Litigation Office, which is a position created under the *State Service Act 2000* as a prescribed office.

Solicitor-General

The Solicitor-General is an independent statutory officer responsible for providing legal advice to Ministers, departments and other government instrumentalities on behalf of the Crown.

Legal opinions provided by the Office are binding unless they are rescinded by the Solicitor-General or a subsequent Court decision.

Crown Solicitor

The Office of the Crown Solicitor provides commercial law and conveyancing services to the Crown, including services related to:

- property acquisition and disposal
- leases and licences of Crown land
- procurement of goods and services including tendering
- Government grants
- financing transactions
- major infrastructure projects
- other Government contracts.

State Litigator

The State Litigation Office was established in October 2023 to separate the management of civil litigation matters on behalf of the State and its Agencies from the Office of the Solicitor-General.

The State Litigator undertakes the conduct of all civil litigation on behalf of the State and its agencies.

The major areas of civil law work are abuse in care claims, workers' compensation claims, medical negligence claims, anti-discrimination matters and administrative law matters.

Director of Public Prosecutions

The Director of Public Prosecutions is an independent statutory officer. The Office of the Director of Public Prosecutions is a separate government agency with its own direct funding from Government and is responsible for:

- the conduct of all criminal prosecutions on indictment in the Supreme Court of Tasmania
- the prosecution of some regulatory offences
- the conduct of appeals from the Magistrates Court to the Supreme Court on behalf of the State
- the conduct of all child protection legal matters on behalf of the Secretary of the Department of Health and Human Services.

2.2 Legislation Development and Review

Strategic Legislation and Policy provides advice to assist the Attorney-General and Minister for Justice, and other Ministers with portfolio responsibilities in the Department as required, with the formation of strategic policy and development of legislation that the Department administers.

Strategic Legislation and Policy provides support to the Attorney-General and Minister for Justice in the discharge of parliamentary, constitutional and legal duties, including participating in the Standing Council of Attorneys-General and providing advice for cooperative legislative schemes and administration of copyright. The Office is also leading, across government, the legislative program arising from the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings.

Output Group 3 – Corrections, Rehabilitation and Enforcement

3.1 Prison Services

The Tasmania Prison Service aims to provide a safer Tasmania by ensuring the secure containment of people in custody while offering opportunities for rehabilitation and personal development through the provision of educational, therapeutic and criminogenic programs.

The TPS maintains facilities at Risdon Vale, Hobart and Launceston that provide care and custody, at various levels of security, for prisoners and persons detained in custody. It also provides safe, secure transport between correctional facilities and courts and to receive medical care as required.

The reception prisons in Hobart and Launceston also provide short-term accommodation for people detained in police custody.

3.2 Community Corrective Services

Community Corrections supports offenders to meet their legal obligations and comply with the conditions of their community based orders.

These orders may include community correction orders requiring supervision and community service, home detention orders, parole, drug treatment orders, high risk offender orders and participation in intervention programs.

Community Corrections undertakes criminogenic risk assessments to inform pre-sentence and pre-parole reports. These reports assist the decision making of the Courts and the Parole Board to achieve offender-specific outcomes that support rehabilitation, deter re-offending, promote community reintegration, and enhance community safety.

Community Corrections has offices in Hobart, Glenorchy, Launceston, Devonport and Burnie. Supervision services are also provided in more remote locations where access to services is not always readily available. These include Huonville, Sorell, New Norfolk, Queenstown, and Smithton.

3.3 Enforcement of Monetary Penalties

The Monetary Penalties Enforcement Service collects monetary penalties that are referred to it by courts, police, local governments and public sector bodies. It receives referrals from three primary sources:

- fines, compensation orders, pecuniary penalty orders, costs and levies imposed by courts
- infringement notices issued by police and public sector bodies
- infringement notices issued by councils.

Output Group 4 – Regulatory and Other Services

4.1 WorkSafe Tasmania

WorkSafe Tasmania administers legislation covering three policy areas: work health and safety, workers and asbestos compensation, and workplace relations.

WorkSafe Tasmania's strategic priorities include reducing harm in Tasmanian workplaces, responding to current and emerging work health and safety issues and ensuring contemporary and effective regulatory frameworks.

WorkSafe Tasmania also provides strategic policy advice to the Minister for Housing, Planning and Consumer Affairs.

WorkSafe Tasmania has a strong relationship with the WorkCover Tasmania Board, assisting the Board to fulfil its statutory functions in injury management, work health and safety, and workers' compensation.

4.2 Tasmanian Planning Commission

The Department provides administrative support to the Tasmanian Planning Commission, which is an independent statutory body established under the *Tasmanian Planning Commission Act 1997*.

The Commission performs a range of independent statutory planning and project assessment, decision-making and advisory functions. Its core assessment, review and advisory responsibilities are:

- the Tasmanian Planning Scheme (State Planning Provisions and draft Local Provision Schedules)
- draft planning scheme amendments and combined scheme amendments and planning permit applications
- draft planning directives and interim planning directives
- major projects
- Projects of State Significance
- draft State Policies
- draft Tasmanian Planning Policies
- State of the Environment reporting
- draft national park and state reserve management plans and water management plans.

The Commission also provides advice to the Minister for Housing, Planning and Consumer Affairs and to local government related to its statutory functions.

4.3 Consumer, Building and Occupational Services

Consumer, Building and Occupational Services (CBOS) is Tasmania's regulator for consumer protection, building standards and occupational licensing services.

CBOS activities are targeted to inform consumers and businesses about licensing, registration, standards and regulatory matters and respond to non-compliance when it occurs. To do this, CBOS:

- advises and educates consumers, tenants, businesses and landlords on their rights, responsibilities and changes to the law
- reviews and advises the State Government on consumer legislation and industry codes
- advises and educates consumers and people in the building industry regarding the State's building legislation and national standards
- provides bond administration services for residential tenants, owners and property manager

- licenses businesses and occupations: building services, electrical, plumbing, gas-fitting, security and investigation agents, motor vehicle traders, and conveyancers
- conciliates disputes between consumers and traders, tenants and landlords and consumers and building practitioners
- undertakes on-site risk-based compliance audits
- enforces and ensures compliance with consumer laws, building laws and gas and electricity safety standards.

Output Group 5 – Justice Support Services

5.1 Victims Support

As part of the Department's Output restructure and establishment of Justice Support Services, Victims Support Services was split into two Outputs in 2025: Victims Support and Victims of Crime Assistance and Redress.

Victims Support comprises the Victims of Crime Counselling, Court Support Liaison Service, the Eligible Persons Register, and Redress Engagement Coordinators.

A Survivor Support Service will also become part of Victims Support in the latter half of 2025. This is a service to support people who engaged with the Commission of Inquiry and the Weiss Independent Inquiry. It is funded at 1.0 FTE for three years.

5.2 Victims of Crime Assistance and Redress

The Victims of Crime Assistance and Redress service administers and supports assessments of Victims of Crime Assistance applications which are determined by an independent Criminal Injuries Compensation Commissioner. The service also supports the Tasmanian Government's participation in the National Redress Scheme for people who have experienced child sexual abuse whilst in a government institution.

5.3 Office of the Public Guardian

The Public Guardian is an independent statutory officer with broad functions under the *Guardianship and Administration Act 1995*.

The Public Guardian and delegates act as guardians for adults with decision-making disabilities, when appointed to do so by TASCAT. This Office also has a broader role in providing information and education to the community about substitute decision-making and advocating for and protecting the rights and interests of people with disability.

5.4 Safe at Home

Safe at Home is Tasmania's integrated criminal justice response to family violence and is underpinned by the *Family Violence Act 2004*. The objectives of the Safe at Home service system are to:

- improve the safety and security of adult and child victims of family violence in the short and long-term
- ensure that offenders are held accountable for family violence as a public crime and change their offending behaviour
- reduce the instance and severity of family violence in the longer-term
- minimise the negative impacts of contact with the criminal justice system on adult and child victims.

Safe at Home administers the Keeping Women Safe in Their Homes Program and Flexible Support Packages.

5.5 Working with Vulnerable People

Registration to Work with Vulnerable People is a mandatory requirement for individuals engaging in work or volunteer roles involving vulnerable populations. The Working with Vulnerable People services oversee the administration of this scheme, managing registration applications, conducting background checks and risk assessments, and ensuring continuous monitoring of registered individuals to uphold compliance standards.

Corporate Support

Change Management Office

The Change Management Office works to build a capacity to lead and manage change and implement a consistent approach to change management across projects and the broader Department. The Change Management Office provides:

- change management information, guidance, change governance and support for projects and Outputs
- strategic advice for managers and leaders
- change management education, capability uplift and training.

Chief Information Officer

The Office of the Chief Information Officer provides a range of corporate services to the Department including:

- computing
- data storage
- connectivity and device management

- software development and support
- project management
- information and records management
- cyber security; web related services; organisational change
- significant strategic initiatives such as the Justice Connect Program and PlanBuild Tasmania.

Finance

The Finance Branch provides specialist financial, budgeting, accounting, procurement, facilities, asset and property management and risk management services to the Department.

Human Resources

The Human Resources Branch (HR) provides advice and services to managers, supervisors and staff on people matters such as:

- recruitment and employment
- pay and benefits
- employee induction
- performance, learning and development
- workers compensation management
- work, health and safety support
- workplace relations management.

Office of the Secretary

The Office of the Secretary provides administrative leadership to all areas of the Department. The Office coordinates administrative functions, activities, policies and practices, manages designated significant organisational projects and is responsible for:

- providing high level executive support to Agency Executive members
- coordinating the Department's strategic planning, business planning and quarterly reporting processes
- liaising with other government agencies on whole of government issues
- providing Ministerial services, including managing correspondence, Question Time and Budget Estimates briefing processes
- providing policy support in relation to emergency management, protective security and Tasmania's legal assistance sector
- managing the Department's response to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings and related reviews and reforms

- overseeing and supporting Agency Executive to deliver key projects and initiatives within the portfolios of Corrective Services, Justice and Reform and Regulation and Service Delivery
- managing the Department's responsibilities under the *Right to Information Act 2009*
- the administration of board, tribunal and statutory appointments, including the appointment and management of Tasmania's Justices of the Peace.

Strategic Communications

Strategic Communications manages and provides:

- media liaison, including the development of media releases and responding to media queries
- specialist advice to senior management and other staff on communication and stakeholder engagement issues, key messages and specific communications tools and tasks
- development and implementation of communication and engagement strategies, services and materials to support major projects across the Department
- internal communications to ensure staff are informed and engaged
- graphic design, photography, digital media and editing services for the Department, which includes producing a range of corporate reports and publications.

Strategic Infrastructure Projects

Strategic Infrastructure Projects is responsible for the management and delivery of major infrastructure projects across the Corrections and Administration of Justice sectors of the Department. The unit was established to manage the implementation of key Budget commitments relating to the delivery of significant court and prison infrastructure. It is currently managing several major projects including:

- the Burnie Courts Complex Relocation
- Risdon Prison Complex upgrades
- a new maximum security rated Unit at the Risdon Prison Complex
- a new Risdon Prison kitchen

Wellbeing Support Unit

The Wellbeing Support Unit works with employees to ensure the health and wellbeing of its workforce. The nature of the Department's work means that staff are often placed in challenging situations, potentially making them susceptible to physical and psychological injuries. The Wellbeing Support Unit team members have backgrounds and skills in case management, psychology and wellbeing programs.

Workforce Profile

The total number of employees in each Output of the Department (as at 30 June 2025) is outlined in the following table.

Full-Time Equivalent Employees	30-Jun-24	30-Jun-25
Output Group 1: Administration of Justice	320.3	339.2
1.1 - Supreme Court	64	67.2
1.2 - Magistrates Court	87.9	89.4
1.3 - Births, Deaths and Marriages	8.1	8.9
1.5 - Tasmania Legal Aid	86	85.4
1.7 - Office of the Anti-Discrimination Commissioner	11.7	9.7
1.8 - Elections and Referendums	14.5	27.7
1.9 - Tasmanian Industrial Commission	4.4	4.8
1.10 - Tasmanian Civil and Administrative Tribunal	43.7	46.1
Output Group 2: Legal Services	79.9	90.9
2.1 - Crown Law	64.8	72.3
2.2 - Legislation Development and Review	15.1	18.6
Output Group 3: Corrections, Rehabilitation and Enforcement	743.5	766.9
3.1 - Tasmania Prison Service	597.6	611.1
3.2 - Community Corrections	122.8	130.9
3.3 - Enforcement of Monetary Penalties	23.1	24.9
Output Group 4: Regulatory and Other Services	185.7	190.2
4.1 - WorkSafe Tasmania	94.7	94.4
4.2 - Tasmanian Planning Commission	24.2	24.3
4.3 - Consumer Building & Occupational Service	66.7	71.5
Output Group 5 - Justice Support Services	82.3	78.5
5.1 - Victims Support	23.1	24.6
5.2 - Victims of Crime Assistance and Redress	15.5	9.9
5.3 - Office of the Public Guardian	12.3	11.3
5.4 - Safe at Home	8.5	8.3
5.5 - Working With Vulnerable People	22.9	24.4
Office of the Secretary	167.2	181.2
Office of the Secretary	25.2	27.4
Strategy, Governance and Major Projects	142	153.8
Subtotal	1578.8	1646.8
<i>Office of the Director of Public Prosecution</i>	73.3	80.7
<i>Office of the Ombudsman</i>	31.8	30.4
<i>Independent Regulator</i>	N/A	20.8
<i>Office of the Independent Monitor</i>	N/A	5
Grand Total	1683.8	1783.7

Location of Services

Community Corrections

- 75 Liverpool Street, Hobart
- 3 Terry Street, Glenorchy
- 111-113 Cameron Street, Launceston
- 57-59 Oldaker Street, Devonport
- Level 3, Reece House, 46 Mount Street, Burnie (relocating to 22 Willmot Street in late 2025)

Consumer Building and Occupational Services

- 30 Gordons Hill Road, Rosny (relocating to 89 Cambridge Park Drive in 2026)
- Henty House Level 4, 1 Civic Square, Launceston
- Level 1, 3 Rooke Street, Devonport

Corporate Support and Strategy

Change Management Office

- Level 1, 85 Collins Street, Hobart

Chief Information Officer

- Level 1, 85 Collins Street, Hobart
- 30 Gordons Hill Road, Rosny (relocating to 199 Collins Street 2026)

Finance

- Level 1, 85 Collins Street, Hobart

Human Resources

- Level 1, 85 Collins Street, Hobart

Office of the Secretary

- Level 1, 85 Collins Street, Hobart

Strategic Communications

- Level 1, 85 Collins Street, Hobart
- 30 Gordons Hill Road, Rosny

Strategic Infrastructure Projects Branch

- Level 1, 85 Collins Street, Hobart
- 30 Gordons Hill Road, Rosny (relocating to 199 Collins Street and 89 Cambridge Park Drive in 2026)
- Level 4, Henty House, Launceston
- Level 1, 3 Rooke Street, Devonport

Wellbeing Support Unit

- Level 2, Bellerive Quay, 31 Cambridge Road, Bellerive

Crown Law

Office of the Crown Solicitor

- Level 4, 111 Macquarie Street, Hobart

Office of the Director of Public Prosecutions

- Level 9, 15 Murray Street, Hobart
- Level 1, 182 Cimitiere Street, Launceston (relocating to 64 Cameron Street in mid-2026)
- Level 2, 49-51 Cattley Street, Burnie
- D M Chambers Library – Level 8, 15 Murray Street, Hobart

Office of the Solicitor-General

- Level 8, 15 Murray Street, Hobart (relocating to level 1, 27 Elizabeth Street in 2026)

Office of the State Litigator

- Level 4, 144 Macquarie Street, Hobart (relocating to level 1, 27 Elizabeth Street in 2026)
- Level 5, 15 Murray Street, Hobart

Justice Support Services

Office of the Public Guardian

- Level 2, 85 Collins Street, Hobart (relocating to 199 Collins Street in 2026)

Safe at Home

- Level 3, 85 Collins Street, Hobart (relocating to 199 Collins Street in 2026)
- Henty House Level 3, 1 Civic Square, Launceston
- Level 3, Reece House, 46 Mount Street, Burnie (relocating to level 1, 54-56 Mount Street in July 2025)

Victims Support

- Level 1, 54 Victoria Street, Hobart (relocating to 199 Collins Street in 2026)
- Henty House Level 3, 1 Civic Square, Launceston
- Level 1, 54-56 Mount Street, Burnie
- Magistrate's Court, 8 Griffiths Street, Devonport

Victims of Crime Assistance and Redress

- Level 1, 54 Victoria Street, Hobart (relocating to 199 Collins Street in 2026)
- Henty House Level 3, 1 Civic Square, Launceston
- Level 1, 54-56 Mount Street, Burnie
- Magistrate's Court, 8 Griffiths Street, Devonport

Working with Vulnerable People

- 30 Gordons Hill Road, Rosny (relocating to 199 Collins Street in 2026)

Office of the Anti-Discrimination Commissioner

- Level 1, 54 Victoria Street, Hobart (relocating to 199 Collins Street in 2026)

Office of the Implementation Monitor

- Level 2, 85 Collins Street, Hobart

Office of the Independent Regulator

- Level 9, 144 Macquarie Street, Hobart

Magistrates Courts

- 23-25 Liverpool Street, Hobart
- 73 Charles Street, Launceston
- 38 Alexander Street, Burnie
- 8 Griffith Street, Devonport

Monetary Penalties Enforcement Service

- 30 Gordons Hill Road, Rosny (relocating to 199 Collins Street in 2026)

Registry of Births, Deaths and Marriages

- 30 Gordons Hill Road, Rosny (relocating to 199 Collins Street in 2026)

Strategic Legislation and Policy

- Level 1, 85 Collins Street, Hobart

Supreme Court

- Salamanca Place, Hobart
- 116 Cameron Street, Launceston
- 38 Alexander Street, Burnie

Tasmanian Civil and Administrative Tribunal

- 38 Barrack Street, Hobart
- Level 3, 67-69 Brisbane Street, Launceston

Tasmania Legal Aid

- 158 Liverpool Street, Hobart
- Level 1, 117 Cimitere Street, Launceston
- 50 Alexander Street, Burnie
- 8 Griffith Street, Devonport

Tasmania Prison Service

- Risdon Prison Complex – East Derwent Highway, Risdon Vale
- Mary Hutchinson Women’s Prison – East Derwent Highway, Risdon Vale
- Ron Barwick Prison – East Derwent Highway, Risdon Vale
- Hobart Reception Prison – 27 Liverpool Street, Hobart
- Launceston Reception Prison – Cimitiere Street, Launceston

Tasmanian Electoral Commission

- Level 2, 163-169 Main Road, Moonah (relocating to 45-53 Hopkins Street in late 2026)
- 12 Goodman Street, Invermay

Tasmanian Industrial Commission

- Level 7, 86 Collins Street, Hobart

Tasmanian Planning Commission

- Level 3, 144 Macquarie Street, Hobart

WorkCover Tasmania

- 30 Gordons Hill Road, Rosny (relocating to 89 Cambridge Park Drive in 2026)

WorkSafe Tasmania

- 30 Gordons Hill Road, Rosny (relocating to 89 Cambridge Park Drive in 2026)
- Henty House Level 3, 1 Civic Square, Launceston
- Level 1, 54-56 Mount Street, Burnie

Budget

Summary

A high level summary of the Department's budgeted revenues and expenditures as per the 2024-25 Budget are included below.

- As part of the 2024-25 State Budget, the Government provided additional funding of \$201.3 million in 2024-25 and across the Forward Estimates, including:
 - \$2.8 million for 2024 Election Commitments.
 - \$42.8 million for Commission of Inquiry (COI) Response.
 - \$155.8 million for Other Initiatives, which included the \$75 million provision for the Ashely Youth Detention Class Action in 2024-25.
- The \$2.8 million allocation for 2024 Election Commitments included:
 - \$1.2 million over four years to expand the Just Healthy Families Program for easier access to legal advice for those affected by family violence.
 - \$900,000 over three years to continue the Safe Farming Tasmania program which aims to reduce farm-work related death, injury and disease and is a transfer of funding from the Department of Natural Resources and Environment Tasmania.
 - \$691,000 over four years to provide indexation on the funding available for Community Sector Organisations. This indexation uplift reflects 3.5% in 2024-25, with 3% across the Forward Estimates. The increase is in-line with public sector wages across this period, which we've increased to factor in additional cost of living pressures for those on lower incomes and will ensure a well-resourced community services industry that can meet the level of need in local communities.
- The \$42.8 million allocation for COI Response Funding included:
 - \$4.2 million per annum to establish the ongoing operational funding for the Office of the Independent Regulator (OIR). The OIR is established by the *Child and Youth Safe Organisations Act 2023* and is responsible for assisting, monitoring and regulating organisations that deliver services to children in complying with the Child and Youth Safe Standards, the Universal Principle, and the Reportable Conduct Scheme.

- \$4 million over 4 years for Treatment Programs for Offenders and Non-Offenders, including the establishment of a preventative group and one-on-one counselling treatments programs for people who identify themselves as being at risk of such offending, and those who are no longer under a correctional order, but require ongoing treatment to prevent risk escalation.
- \$3.2 million over three years (commencing in 2025-26) to expand the Witness Intermediary Program, to ensure that the communication needs of vulnerable witnesses are supported, particularly in child sexual abuse matters - at both investigative and court stages of the criminal justice process - and expansion of the scheme to include children who have displayed harmful sexual behaviours.
- \$2.8 million over four years to deliver the whole-of-Government 2023-29 Commission of Inquiry Legislative program, which will coordinate the progression of all 54 recommendations of the COI that require law reform.
- \$2.8 million over four years to establish a specialised Taskforce in the Department to lead the implementation, coordination and reporting on the COI recommendations.
- \$2.8 million over four years to enable the Department to meet the increased demand and support the delivery of counselling through the Victims of Crime Service.
- \$2.2 million over four years to resource TASCAT as it is conferred with new jurisdictions, as recommended by the COI. This includes reviews of decisions by the Registration to Work with Vulnerable People Scheme and Criminal Injuries Compensation Commissioners and ensure there are resources to meet the increased administrative and decision-making demands.
- \$1.9 million over two years to enable the Department to become a child safe organisation, including the design of suitable roles and the recruitment of staff, implementing new and enhanced technology, employee screening policies and procedures, Commission related response policy development, training, data management and sharing, and engagement with the Reportable Conduct Scheme and Code of Conduct processes.

- \$1.4 million over four years to establish dedicated resources within Tasmania Legal Aid to provide legal services and advice to people who are impacted by child sexual abuse, including the provision of a duty lawyer to children and young people in the Ashley Youth Detention Centre (AYDC).
- \$1.4 million to continue the roll-out of audio visual communications equipment in the Supreme and Magistrates Courts of Tasmania, including \$1.3 million capital service appropriation over two years and \$156,000 operational appropriation over four years.
- \$1.2 million over four years for additional administrative resourcing to administer the Victims of Crime Assistance Scheme and enable Sessional Commissioners to make compensation decisions when required.
- \$900,000 over two years to establish a multi-agency project team, to progress with the auditing of historical records under the Abuse in State Care Program, the Abuse in State Care Support Service, the National Redress Scheme, civil claims and complaints made to agencies directly.
- \$812,000 over four years to deliver trauma informed apologies to victim-survivors who have participated in the National Redress Scheme for Institutional Child Sexual Abuse or associated civil litigation.
- \$135,000 in 2024-25 to resource the Tasmanian Law Reform Institute examination of the *Commission of Inquiry Act 1995* and section 194K of the *Evidence Act 2001*.
- \$54,000 per annum to ensure Tasmanian Judicial Officers and Tribunal Members dealing with matters related to sexual abuse of children, receive training in contemporary trauma informed practices, and the impacts of trauma on individuals.
- The \$155.8 million funding for other 2024-25 Budget Decisions included:
 - \$75 million one-off funding provision in 2024-25 for the distribution of settlement funds for the Ashley Youth Detention Centre Class Action.
 - \$25.4 million over four years for the ongoing operational costs of the Justice Connect (Astria) System and the provision of operational support for users of the system, commencing with \$4.1 million in 2024-25, and increasing to \$7.3 million across the forward estimates to reflect the timing of the staged rollout of the system, with the Corrections stage rolled out in April 2025, and the Criminal Courts and Prosecution stage expected by 2026.

- \$15.9 million capital services appropriation over three years for the Risdon Prison Construction Program, which will include the new Risdon kitchen, improvements to facilitate an expansion of drug and alcohol programs and the delivery of more interventional and rehabilitation programs to prisoners in addition to co-funding the purchase of a property to accommodate North-West based female prisoners both prior to and/or following their release from custody.
- \$4.1 million over four years for the Tasmania Prison Service to improve intervention and rehabilitation services across the State as part of a Correctional Improvement Program to support the capital construction works.
- \$3.5 million per annum for Support for Injured Workers to support correctional officers and State Service employees who have a worker's compensation claim.
- \$3.5 million in 2024-25 to support consumers affected by construction company failures as part of the Financial Assistance Package announced in 2021-22. The Financial Assistance Package provides similar coverage to consumers as the future home warranty insurance model, currently being developed by the Government.
- \$2.8 million over four years to increase MPES's capacity to increase enforcement capacity to enable the collection and enforcement of infringement notices arising from the Government's Automated Traffic Enforcement Project.
- \$1.2 million ongoing operational funding per annum for additional resources for the State Litigation Office to provide high level litigation advice and response services, primarily due to increases in civil litigation and abuse in care claims, workers compensation settlement strategies, complex judicial review and planning matters and the volume and complexity of the other civil litigation and support work.
- \$1 million per annum to expand Community Corrections Home Detention and Electronic Monitoring services to support the objectives of *Changing lives, creating futures A Strategic Plan for Corrections in Tasmania 2023* to improve community safety and offender rehabilitation.

- \$800,000 ongoing operational funding per annum for the Department's Wellbeing Support Program which provides all Departmental employees with a range of services both on-line and face-to-face, including physical health and wellbeing checks, mental health awareness checks, incident support, case management services and education and training programs.
- \$500,000 ongoing operational funding per annum towards the increasing demand for services and case complexity for the Magistrates Court.
- \$300,000 per annum to support the substantial legal work associated with providing legal support services to the Government's Infrastructure Program.
- As part of the 2024-25 State Budget, the Department was also allocated an annual Budget Efficiency Dividend of \$25.7 million over four years across all portfolios, commencing at \$2.9 million in 2024-25, rising to \$8.6 million in 2026-27 and future years. The Department has developed a number of budget efficiency strategies that will impact all outputs and ministerial portfolios.
- The Government provided additional capital services funding of \$17.2 million in 2024-25 and across the Forward Estimates (as noted above), which includes:
 - \$15.9 million over 3 years for the Risdon Prison Construction Program, which will include improvements to facilitate an expansion of drug and alcohol programs, the new Risdon Prison kitchen and the delivery of more interventional and rehabilitation programs to prisoners, in addition to co-funding the purchase of a property to accommodate North-West based female prisoners both prior to or upon their release from custody.
 - \$1.3 million over 2 years for the Improvement to Audio-visual Equipment in Courts project to continue the roll-out of audio visual communications equipment in the Supreme and Magistrates Courts of Tasmania.
 - Funding for the construction of the Northern Correctional Facility has been discontinued. Additional accommodation to increase the capacity of the Tasmania Prison Service will be provided through an additional Maximum Security Accommodation Unit at the existing Risdon Prison site and additional prisoner intervention and rehabilitation facilities will be constructed as part of the Correctional Improvement Program.

- Allocation for the Departments 2024-25 Key Deliverables are as follows:

	2024-25	2025-26	2026-27	2027-28
	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000
Budget Efficiency Dividend				
2023-24 Budget Efficiency Dividend	-2 855	-5 710	-8 562	-8 562
	-2 855	-5 710	-8 562	-8 562
Attorney-General and Minister for Justice				
Assistance for Victims of Crime ¹	299	299	299	299
Ashley Youth Detention Centre Class Action Provision	75 000
Audit of Historical Government Records ¹	462	462
Commission of Inquiry Legislative Program ¹	790	790	790	790
Community Sector Organisational Indexation – increase ²	82	141	202	266
Implementation Taskforce ¹	697	697	697	697
Improvements to Audiovisual Equipment in Courts ^{1,3}	910	459	39	39
Increase Victims of Crime Counselling Service ¹	666	666	666	666
Just Healthy Families program ²	300	300	300	300
Justice Connect Astria System Support	4 051	6 919	7 079	7 331
Legal Support for the Governments Infrastructure Program	300	300	300	300
Magistrates Court – Increasing Demand and Case Complexity	500	500	500	500
Making Justice a Child Safe Organisation ¹	911	948
Office of the Independent Regulator ¹	4 230	4 230	4 230	4 230
State Litigation Office – additional resources	1 200	1 200	1 200	1 200
Tasmania Legal Aid – Commission of Inquiry Response ¹	388	388	324	324
TASCAT Expansion of Services for New Jurisdictions ¹	380	380	720	720
Tasmanian Law Reform Institute Review of the <i>COI Act 1995 and Evidence Act 2001</i> ¹	135
Training for Statutory Officers ¹	54	54	54	54
Trauma Informed Apologies for Victim-Survivors of Child Sexual Abuse in Government Institutions ¹	203	203	203	203
Wellbeing Support Program	800	800	800	800
Witness Intermediary Program ¹	...	1 078	1 078	1 078
	92 358	20 814	19 481	19 532
Minister for Corrections and Rehabilitation				
Community Corrections Electronic Monitoring Expansion	1 000	1 000	1 000	1 000
Correctional Improvement Program	830	1 180	1 180	920
Enforcement of Monetary Penalties Automated Traffic Enforcement Program	693	693	693	693
Risdon Prison Construction Program	5 730	9 160	1 000	...
Support for Injured Workers	3 483	3 483	3 483	3 483
Treatment Programs for Offenders and Non-Offenders ¹	831	831	1 188	1 188
	12 567	16 347	8 544	7 284

	2024-25	2025-26	2026-27	2027-28
	Forward	Forward	Forward	Forward
	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000
Minister for Workplace Safety and Consumer Affairs				
Financial Support for Consumers affected by Building Company Insolvency	3 500
Safe Farming Tasmania ²	300	300	300	...
	3 800	300	300	...

Notes:

1. This initiative is in response to the Commission of Inquiry recommendations.
2. This initiative is a 2024 Election Commitment.
3. This initiative includes Capital services appropriation of \$1.3 million over two years and operating services appropriation of \$156 000 over four years.

- The allocation of the Departments 2024-25 capital services program is as follows:

	Estimated Total Cost	2024-25 Budget	2025-26 Forward Estimate	2026-27 Forward Estimate	2027-28 Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Attorney-General and Minister for Justice					
Improvements to Audiovisual Equipment in Courts					
Courts	1 291	871	420
Burnie Court Complex ¹	86 500	14 697	25 438	27 328	10 976
	15 568	25 858	27 328	10 976	
Minister for Corrections and Rehabilitation					
Electronic Security and Mobile Duress Alarm System Replacement ^{1,2,3}					
New Northern Correctional Facility ^{1,4}	15 600	5 073	10 116	330	...
New Southern Remand Centre ¹	...	106
Risdon Prison Complex – Additional Max Security Accommodation ^{1,3}	85 000	13 618	2 200
Risdon Prison – Critical Infrastructure Maintenance ¹	38 000	1 897	8 087	22 505	5 045
Risdon Prison Construction Program	9 030	2 153	3 018
	15 890	5 730	9 160	1 000	...
	28 577	32 581	23 835	5 045	
Total CIP Allocations		44 145	58 439	51 163	16 021

Notes:

1. 2024-25 budget allocation includes capital appropriation rollover from 2023-24.
2. Mobile Duress Alarm System Replacement has been renamed Electronic Security and Mobile Duress Alarm System Replacement in 2024-25.
3. \$12 million of the \$50 million allocation for the RPC – Additional Max Security Accommodation has been transferred to the Electronic Security and Mobile Duress Alarm System Replacement project in 2024-25 taking the funding commitment for this project to \$15.6 million.
4. Funding for the construction of the Northern Correctional Facility has been discontinued.

Department of Health Agency Overview

13

Secretary

Dale Webster

Mobile: [Out of scope, s.3b](#)

Overview

The Department of Health (DoH) coordinates the delivery of public health services across Tasmania through a network of facilities, community services and home-based care.

The principal responsibilities of DoH include:

- planning and purchasing health services through the public hospital system;
- primary and community health services, including mental health, oral health, correctional health services and ambulance services;
- delivering health protection through emergency and pandemic management, environmental health, chronic disease prevention and other public health and health improvement services;
- funding a network of alcohol and drug abuse prevention and treatment services; and
- backing healthcare professionals through a nurturing and supportive work environment.

DoH also coordinates the delivery of public hospital services and a broad range of community health services through the Tasmanian Health Service in accordance with the *Tasmanian Health Service Act 2018*.

Workforce Facts

Paid FTE: 12,360.98

Paid headcount by employment type:

- Permanent: 13,783
- Fixed term: 2,546
- Other: 29

TOTAL: 16,358

This data has been provided by the State Service Management Office as at 30 June 2024.

Key Issues

DoH has prepared an Issues Brief on Health Service Sustainability.

Department for Education, Children and Young People Agency Overview

14

Secretary

Ginna Webster

Mobile: [Out of scope, s.36](#)

Overview

The Department for Education, Children and Young People (DECYP) is responsible for the delivery of public early years and school education, library and archive services, Youth Justice Services, Child Safety Services and Out of Home Care.

Achievement of improved outcomes for children and young people continues to be underpinned by rigorous focus on DECYP's priorities of:

- lifting literacy;
- participation and empowerment in decision-making;
- providing supports for children at the right time;
- ensuring a rights-based approach to children and young people;
- building a workforce that is safe, supported, achieving, capable and valued; and
- keeping line of sight to the transformation necessary to create Bright Lives and Positive Futures for children and young people.

DECYP's full Agency Overview is attached.

Workforce Facts

Paid FTE: 9,935.55

Paid headcount:

- Permanent: 9,974
- Fixed Term: 3,253
- Other: 44

TOTAL: 13,271

This data has been provided by the State Service Management Office as at 30 June 2024.

Key Issues

DECYP has prepared the following Issues Briefs:

- Ashley Youth Detention Centre;
- Education (including Independent Education Review);
- Early Years (including critical issue Early Childhood Education and Care (ECEC) safety); and
- Children Services Budget.

1 INCOMING BRIEF

DECYP Overview – including Strategic Plan, Org Structure and Executive Board Members

The Department for Education, Children and Young People (DECYP) provides services and supports Tasmania's children and young people. DECYP provides integrated supports for children and young people across a range of different services – schools, child safety services, youth justice, Child and Family Learning Centres and libraries.

Strategic Direction

The Department for Children and Young People Strategic Plan 2024 – 2030 (see Attachment 1 DECYP 2024-2030 Strategic Plan), implemented from January 2024, is the result of wide-ranging consultation across the Department and with children and young people since the Department was formed on 1 October 2022.

The Strategic Plan is informed by the voice of more than 2500 children and young people and over 400 DECYP leaders. The development process focussed on understanding our current culture and capability and planning for who we need to become to achieve our aims.

Our Strategic Plan outlines a shared vision for children and young people in Tasmania and a strategic direction for the Department. The Strategic Plan connects the work of everyone in the Department to create bright lives and positive futures (Our Why) and ensure every child is known, safe, well and learning (Our How). Our Strategic Plan describes our

shared belief, our foundations and our values – connection, courage, growth, respect and responsibility – which guide the work we do.

The Strategic Plan acknowledges the Tasmanian Aboriginal Community as the traditional and continuing custodians of Lutruwita, where Palawa people have cared for their children and prepared them for life for many thousands of years. The Strategic Plan is a guide for planning, decision-making and working together to achieve better outcomes for children and young people in Tasmania.

Executive Leadership Team

The Executive Leadership Team (ELT) comprises the Secretary and Deputy Secretaries. The ELT set Agency priorities, consider strategic issues, capabilities, departmental performance, governance, risk and compliance to support all young people to be known, safe, well and learning. A biography for each of the ELT members is attached.

Organisational Structure

The attached organisational chart outlines the current structure of the Department including:

- The Office of the Secretary
- Six portfolio areas that are each led by a Deputy Secretary
- The relationship with statutory authorities and regulatory bodies.

DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team

Department for Education, Children and Young People
Strategic Plan 2024 – 2030

OUR WHY **Bright lives. Positive futures.**

OUR HOW **Every child and young person is:** Known, heard and included Safe in all environments Well and thriving Learning more every day

OUR BELIEF **The rights of children and young people are upheld in all that we do, particularly the right to an education, to influence decisions that affect them, and to be safe from harm.**

OUR VALUES

 Connection Building positive relationships and a sense of belonging.	 Courage Accepting challenges and embracing opportunities.	 Growth Aspiring to learn, and improving, even when it is tough.	 Respect Caring for ourselves, each other, and our environment.	 Responsibility Stepping up and doing what is right.
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OUR FOUNDATIONS

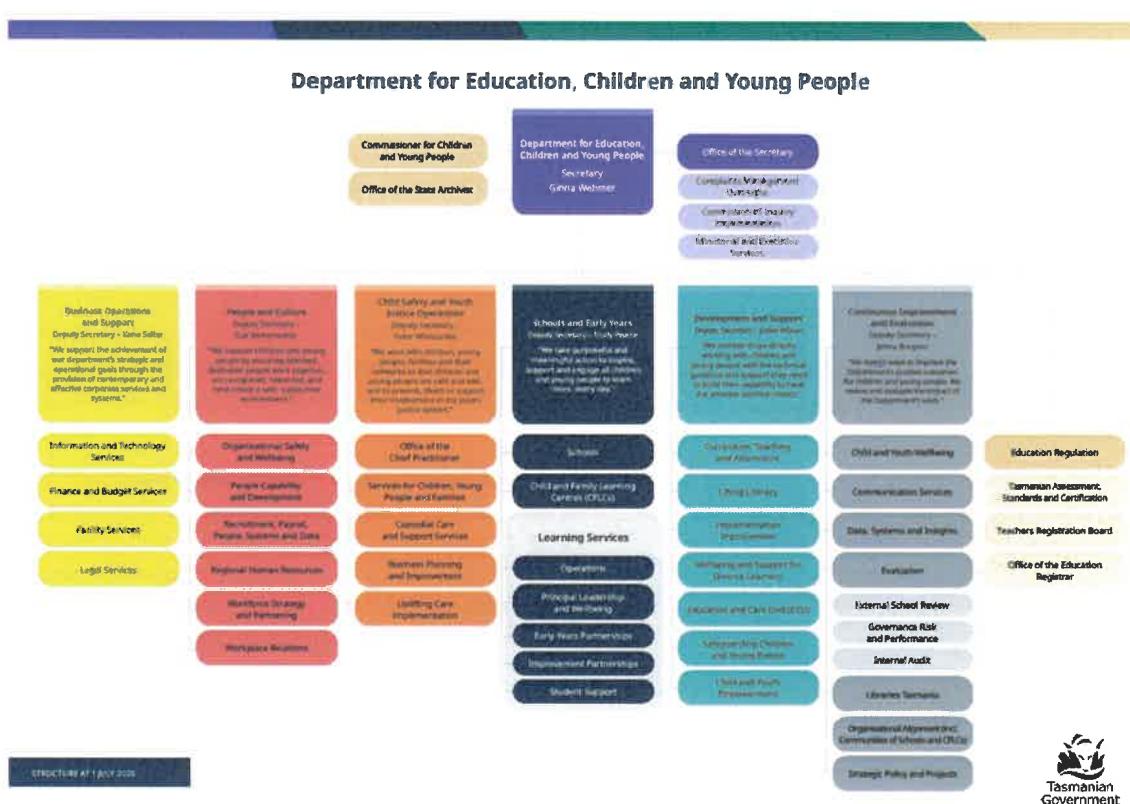
A valued and capable workforce	Strong partnerships with children and young people, families and community	Improvement informed by inquiry and evidence
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ACKNOWLEDGEMENT OF COUNTRY
We acknowledge the Tasmanian Aboriginal Community as the traditional and continuing custodians of Lutruwita, where Palawa have cared for their children and prepared them for life, since the beginning of time. We honour Elders, past and present. We are committed to ensuring every Aboriginal and Torres Strait Islander child and young person is known, safe, well and learning.

Department for Education
Children and Young People

 Tasmanian Government

DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team



DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team

Ginna Webster, Secretary

With a career spanning over four decades, Ginna has made significant contributions to public service in Australia in both the Commonwealth and Tasmanian state level. Ginna joined the Australian Customs Service in 1984, where she held various operational and senior management roles across Hobart, Darwin, Sydney, and Canberra.

In 2002, Ginna moved back home to Tasmania and joined the Department of Justice, where she worked in policy, organisational development, and program management within the Tasmania Prison Service. In 2009, Ginna was appointed Director of Community Corrections, then Deputy Secretary, Administration of Justice in 2012, and later moved to the Department of Health and Human Services in 2016 as Deputy Secretary, Children, overseeing child safety and youth justice.

In 2018, Ginna was appointed the inaugural Secretary of the Department of Communities, uniting various portfolio areas to deliver essential services to the Tasmanian community, including housing, support services for children and young people, family violence interventions, and sport and recreation services. In 2019, Ginna returned to the Department of Justice as Secretary.

Although Ginna planned to retire at the end of 2024, she accepted the role of Secretary for the Department for Education, Children and Young People. This decision reflects Ginna's ongoing commitment to making a positive impact and achieving more in this crucial portfolio.

Jenny Burgess, Deputy Secretary Continuous Improvement and Evaluation

Jenny brings a wealth of experience and corporate knowledge to the Agency. She has worked for 30 years in public education. Jenny's areas of expertise include senior secondary curriculum and accreditation, education data and performance, curriculum development, inclusion and diversity, and Youth Justice. She provides strategic policy advice to the Secretary of the Department and Ministers on a broad range of matters.

Previous leadership roles have included Associate Secretary (DECYP), and Deputy Secretary Support and Development (DoE).

Jodee Wilson, Deputy Secretary, Development and Support

Jodee's career is dedicated to education in Tasmania, with over 40 years' experience in the sector. Jodee has taught in several primary schools, before progressing to positions as Assistant Principal and Principal. She has spent much of her career in the north/northwest of Tasmania before transitioning to state-wide leadership roles.

Since 2017, Jodee has fulfilled the role of Deputy Secretary for Development and Support within the Department for Education, Children and Young People.

DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team

In 2022, with the formation of the new agency, the focus of her leadership has been on building workforce capability in child safety and education.

Jodee has also been actively involved in a range of priority projects that are focused on improving outcomes in Reading and Closing the Gap Priority Reforms.

Kane Salter, Deputy Secretary, Business Operations and Support

Kane has worked in the Tasmanian State Service since 1996, initially commencing as a graduate with the Department of Education, Community and Cultural Development.

Across 27 years in the public sector Kane has worked in a number of Departments in senior finance roles. Kane's role in returning to the Department of Education in 2013 was as the Director Finance and Budget Services. In that role Kane was heavily involved in funding arrangements with the Australian Government as well as progressing various elements of State resourcing through the 'Fairer Funding Model'.

Kane commenced the role of Deputy Secretary, Business Operations and Support in 2021. During this time Kane has provided leadership during the *Commission of Inquiry* and the *Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse*.

Kane acknowledges that this was a significant period of growth for him to inform and shape how individually and collectively as an organisation

there is a need to continually improve our work with children and young people.

Trudy Pearce, Deputy Secretary, Schools and Early Years

Trudy has dedicated over 40 years to education and learners, with extensive and esteemed experience as a teacher, senior staff member and principal in both primary and secondary school settings, and as an educational leader in Tasmania. From her position as a secondary school principal, she was nominated for an inaugural Principal Network Leader position before being appointed as General Manager of Learning Services after which she successfully led a regional Learning Services restructure.

In her current role, Trudy draws upon this high-level knowledge of educational leadership, also demonstrating a depth of currency and understanding of the operations and improvement aspirations of all schools and Child and Family Learning Centres in Tasmania.

Trudy was a recipient of a Hardie Fellowship in 2015 which involved studying systemic educational leadership at Harvard University and ongoing work with the Ontario Principal's Council. In 2021 she was the sole recipient of the prestigious annual ACEL Tasmania Eminent Educator Award for Outstanding Leadership of Education in Tasmania, for her exceptional merit.

DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team

Trudy has extensive experience in the development and implementation of trauma support programs for young people and a strong commitment to the principles and values of restorative practice. She has actively participated in the National Redress Scheme, acknowledging the immeasurable hurt and harm for victim-survivors and the need for institutional accountability.

Sue McKerracher, Deputy Secretary, People and Culture

Sue has been a CEO and Board Director working across government, business and the not-for-profit sectors in the UK and Australia.

In the 1980s she set up an award-winning full-service communications agency in London. After a management buy-out in 2000, Sue continued as an adviser. Her client list included Ernst & Young, Unilever, Sovereign Capital, the Museums Libraries and Archives Council and British Library.

Moving to Australia in 2007, Sue had her own company in Melbourne providing strategic advice, marketing, communications and project management to federal, state, and local governments, cultural institutions, and universities.

In 2012, Sue joined the Australian Library and Information Association (ALIA), the peak body for libraries and information professionals, as CEO. In this role, she pursued a broad range of interests on behalf of ALIA members, including ensuring quality education through higher education and VET course accreditation.

She represented the Association on various committees and industry working groups, including the Federal Department of Communications

Consultative Working Group on Cybersafety, The Smith Family Let's Read Advisory Group, Telstra Digital Inclusion Index Research Advisory Group, Australian Inclusive Publishing Initiative – supporting people with print disability, National Early Language and Literacy Coalition (Chair 2018-2020), Australian Media Literacy Alliance founder member, Australia Reads Board.

From 2018 to 2022 Sue was also a Director of the Australian Nursing and Midwifery Accreditation Council. She joined Libraries Tasmania as Executive Director February 2022 and became Acting Deputy Secretary Continuous Improvement and Evaluation in January 2024 (to June 2025).

Sue is the Deputy Secretary of the people and culture portfolio which was created in March 2025.

Peter Whitcombe, Deputy Secretary Child Safety and Youth Justice Operations

Peter has 23 years' experience working in child safety, care services and youth justice in Aotearoa New Zealand and brings experience leading the establishment of the Children's Team in the South Island across health, policy, education, police, community agencies and Iwi/Māori organisations.

Since 2015 Peter has held senior public service roles across children's services, most recently as Deputy Chief Executive | Chief Social Worker for the Ministry for Children.

DECYP Overview – including Strategic Plan, Org Structure and Executive Leadership Team

Peter heads the new portfolio of Child Safety and Youth Justice Operations which replaces the previous portfolio of Keeping Children Safe.

The new portfolio brings together Youth Justice Operations and Child Safety and Out of Home Care. The portfolio will include:

- Youth Justice Operations
- Child Safety and Out of Home Care
- a Business Operations and Improvement unit and
- Uplifting Care (Out of Home Care Reform Unit).

Issues Brief

Tasmania's Fiscal Situation

Outline

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Tasmania's Fiscal Situation

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Risks

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Key Next Steps

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Outcome

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Recommended Approach

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Issues Brief

Infrastructure Projects for AFL Team

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Independent Members' Position

- Three independent members have stated their positions on the AFL and associated infrastructure projects.
- Both Kristie Johnston and Craig Garland have expressed opposition to the construction of the Macquarie Point Stadium and instead support the use of existing stadiums York Park and Bellerive Oval. Mr Garland has publicly expressed support for Tasmanian AFL and AFLW teams.
- Peter George has emphasised his view that the proposed stadium is unaffordable and unnecessary, and imposed by the AFL. He has stated that a strong crossbench will hold the major parties accountable and stand up to the AFL.
- Mr George has also emphasised that \$114 million in public funding has already been committed to support the AFL team, along with \$105 million for the high-performance centre in Kingston, and expressed confidence that a strong crossbench can deliver the Tasmanian AFL team.
- Noting the Brief identifies the need to secure funding in the 2025-26 budget for the Stadium and the High Performance Training and Administration Centre (TA Facility), and the possible need to secure the support of independent Members of Parliament, early consultation will be required.

Outline

- Hearings for the Project of State Significance assessment of Macquarie Point Multipurpose Stadium have concluded and a final report from the Tasmanian Planning Commission is expected by 17 September 2025.

- A final report on enabling legislation, updated draft legislation and an updated permit with conditions is available for consideration as an alternate approvals pathway.

High Performance Training and Administration Centre (TA Facility)

- The Department of State Growth (State Growth) is currently responsible for development and delivery of the TA Facility. However, discussions have occurred with the Club to hand over delivery to mitigate the State's risk.
- The Department of Premier and Cabinet (DPAC) is progressing negotiations to transfer responsibility for development and delivery to the Club, with an associated funding arrangement. Funding will need to be considered through the 2025-26 Budget for the transfer to proceed.
- Construction of the TA Facility on the Kingborough Sports precinct site also requires construction of enabling works including new ovals, a clubroom building and associated infrastructure to mitigate. State Growth is working with the Kingborough Council to progress these works. Noting the design and cost have not yet been finalised.
- Timeframes are tight, with complex interactions between components of the TA Facility and Council's enabling works.

Other stadium developments

- Stadiums Tasmania is progressing with the \$130 million redevelopment of UTAS Stadium.

Issues Brief

Infrastructure Projects for AFL Team

Risk or Opportunity

- Timeframes are tight for all AFL infrastructure projects.
- There are complex interactions between components of the TA Facility and Council's enabling works impacts on the existing users of the site.
- The Government will need to allocate funding through the 2025-26 Budget for both the transfer of the TA Facility and the Council works.
- The presence of the Devils in Tasmania will provide opportunities for local and district sporting clubs to interact with elite football players.
- The stadium is a required item under the CFDA. If the stadium is unable to progress, then the AFL will withdraw support for a Tasmanian AFL/AFLW team.
- The development of the Macquarie Point Multipurpose Stadium and associated introduction of a Tasmanian AFL Team is a significant economic, social and cultural opportunity for Tasmania.
- The TA Facility is a key component of the agreement with the AFL and (by accession) the TFC AFL Limited (the Devils).
- An Amending Deed to the CFDA has provided relief for key milestone dates, and simplified project governance.

Key Next Steps

- A more detailed briefing on the governance and key decisions required to progress the development of the Macquarie Point Multipurpose Stadium will be prioritised.

- Funding for the State's capital contributions for the Stadium, as well as grants to cover interest costs for Macquarie Point Development Corporation will need to be considered through the 2025-26 State Budget process.
- Government will be required to allocate funding in the 2025-26 State Budget for a grant to the Kingborough Council to progress enabling works and a grant to the Devils to deliver the TA Facility.
- State Growth to continue to manage design and development until handed over to the Devils and to Council respectively.
- DPAC will continue to manage negotiations with the AFL and the Devils regarding the CFDA and associated documents. Negotiations are currently limited to TA Facility delivery and key preliminary milestone dates for the TA Facility and Stadium planning approvals and funding confirmation.

Recommended Approach

- Confirm the policy to introduce project enabling legislation for Macquarie Point Stadium and prioritise Cabinet approval of the enabling legislation and permit conditions and the report developed to support the approach.
- Confirm the budget for the Stadium and TA Facility through the 2025-26 State Budget.
- Continue the existing strategy of government progressing negotiations and capital project delivery until funding is assured in the next State budget with consequent transfer of delivery responsibility for the TA Facility to the Devils and Kingborough Council respectively.

Issues Brief

Infrastructure Projects for AFL Team

Impacts or Outcomes

- The proposed Macquarie Point Multipurpose Stadium is consistent in scope and design to the project considered through both the Project of State Significance process and the draft enabling legislation.
- A term sheet is currently being developed between the State and the Club with a total proposed budget to deliver the facility under \$115 million.
- The proposed budget of \$115 million is consistent with current cost estimates. The funding required for the Kingborough Council works is still being confirmed. Current estimates range from \$25 million to \$45 million.
- There may be opportunities to seek an Australian Government grant to cover a proportion of these costs. However, any grant funding will not flow before the commencement of Council's enabling works.

Issues Brief

Spirits of Tasmania

2030 Strong Plan Commitments

- During the election campaign a recommitment was made to deliver the Spirit Support package to support tourism, including the Eat Local, Stay Local initiative.
- This Brief outlines the status of delivering the Spirits of Tasmania and related issues.

100-Day Plan Commitments

- The 100-Day Plan commits to release updated costs related to the leasing arrangements for Spirit IV.

Outline

Vessels

- The new Spirit of Tasmania IV and V vessels have been constructed, with the first of the vessels currently en route to Tasmania from Scotland, and the second planned for delivery to Tasmania as soon as possible (ie late 2025).
- Spirit IV will be berthed in Hobart for fit-out work and will remain in Hobart until Terminal Three is ready for service.

Terminal Three

- Terminal Three in Devonport is scheduled to be completed in September 2026 and operational in October 2026.
- A compatibility issue has been identified with the specifications at Devonport port for the new vessels, which TT-Line and TasPorts are collectively working through to remedy. This is not expected to delay the opening or operations.

- The Project Assurance Committee continues to meet monthly to oversee delivery of the project.
- TT-Line has developed a revised project budget (as of 9 May 2025) for the Spirit Quay Project of \$493 million.
- Terminal Three is being developed under an Agreement for Lease with TasPorts, signed July 2022, that defines responsibility for various components of the development works by TasPorts as the landlord and TT-Line as the tenant.

Financial considerations

- TT-Line is borrowing to support the instalment payments for the new vessels, and the capital works at the Port of Devonport. It is forecast to exceed its current maximum guaranteed borrowing limit of \$1,035 million in November 2025 (\$990 million - vessel replacement project and \$45 million for working capital).
- Following a request from TT-Line, TASCORP has approved an increase in its current borrowing limit to \$1,445 million (including \$1,400 million for the vessel replacement project and \$45 million for working capital) on a temporary basis until 31 October 2026.
- This is subject to confirmation from the incoming Treasurer that TT-Line's maximum guaranteed borrowing limit will be increased commensurately, under section 15A of the *Tasmanian Public Finance Corporation Act 1985*.
- Treasury is working with TT-Line to ascertain whether financial support from the Government will be required. This is likely to be an issue for the 2026-27 Budget.

Risk or Opportunity

- The most significant time risk to the completion of Terminal Three is in the fabrication and delivery of the main gantry

Issues Brief

Spirits of Tasmania

structure, being undertaken concurrently with the construction of the associated marine foundations. These activities are anticipated to govern the critical path of the project through to commissioning of the new berth. They are being expedited and associated risks are being proactively managed.

- TT-Line's ability to meet its debts as and when they fall due is a material risk. TT-Line does face a debt ceiling issue in September 2025. It is not unusual for companies to need to raise more debt and/or equity to fund operations.
- Each vessel has a one-year warranty from the date that TT-Line takes possession of the vessel. The warranties for Spirit of Tasmania IV and V will expire in September 2025 and in June 2026 respectively. If a warranty claim is made on any component of the vessel, the 12-month warranty period on that component recommences once the claim is adequately rectified.

Key Next Steps

- A Project Assurance 'Health Check' review will be undertaken in late July 2025. The previous 'Health Check' was undertaken in December 2024.
- TT-Line has provided a draft Statement of Corporate Intent and corporate plan to shareholding ministers. Both documents contain financial forecasts with various degrees of detail. Once approved by shareholding ministers, the Statement of Corporate Intent is a public document.
- Most local content was installed in the new vessels while they were in Finland. Items such as artwork, mattresses and blankets have been purchased from Tasmanian businesses and will be part of the final fit-out process in Hobart.

- A TT-Line Sub-Committee of Cabinet is recommended to continue to meet monthly, informed by a Project Review and Assurance Steering Committee consisting of senior representatives from TT-Line, TasPorts, and the Departments of State Growth, Treasury and Finance, and Premier and Cabinet.
- The Department of Treasury and Finance will continue to provide advice to the Government.

Impacts or Outcomes

- The payment of dividends by TT-Line has been impacted by the costs incurred in relation to the new vessels and the Terminal Three project. Whether TT-Line will recommence paying ordinary dividends following the commencement of the operation of the new vessels will need to be evaluated as part of the review of TT-Line's financial position and debt management.
- TT-Line has advised that, due to a softening of demand combined with the scheduling of additional day-sailings almost every second day from December 2025 to April 2026, forecasted demand will be satisfactorily met.
- Further tourism support packages may be sought by Tasmanian businesses if continued operation of the existing vessels (until October 2026) is impacting on this sector.
- The Department of State Growth continues to work with Devonport Council, TasPorts, TT-Line, and SeaRoad, in relation to changes in traffic volumes and movements in the vicinity of Devonport Port (East). The need to significantly upgrade existing local road intersections is not anticipated at this time.

Issues Brief

Major Industrials

2030 Strong Plan Commitments

- The Strong Plan flags the Tasmanian Government's ongoing support for electricity and transmission costs.
- The Economic Statement commits to working with the Major Industrials (MIs) to preserve baseload demand and avoid price shocks or market distortions that would impact jobs and investment.
- This also links to the 2030 Strong Plan commitment that direct connected customers will not bear the transmission impact of Marinus.
- This Brief outlines challenges faced by the MIs in the current and future global environment and the likely ongoing requests for financial support from the Tasmanian Government, either through direct funding or subsidised electricity and transmission costs.

Independent Members' Positions

- Craig Garland has raised concerns about the price of energy as a result of Marinus Link, both for small/residential businesses and industrials and is likely to favour protection of MIs.
- Carlo di Falco is supportive of protection for MIs and that energy should first be used in Tasmania, with excess energy exported to Victoria through Marinus Link.
- David O'Byrne has previously been in favour of Marinus and supporting MIs. No comments have been made at this election.

- Peter George suggests imposing taxes on multinationals and extractive industries and has stated that Marinus Link should be 'cancelled' (Facebook).
- Kristie Johnston has raised concerns about handouts to industries and supports limiting ongoing costs to Tasmanian consumers from Marinus.

Outline

- There are four defined MIs operating in Tasmania:
 - Liberty Bell Bay (GFG Alliance Group) – manganese alloy smelter located in Bell Bay;
 - Nyrstar Hobart (Trafigura) – zinc smelter located in Lutana;
 - Boyer Mill (Boyer Capital PL) – integrated pulp and paper facility located in Boyer; and
 - Bell Bay Aluminium (Rio Tinto) – aluminium smelter located in Bell Bay.
- All MIs face significant challenges to their ongoing viability in Tasmania, resulting from global market developments, including China's push for strategic dominance in sourcing and processing base commodities at low cost.
- As long-term major export manufacturing businesses, MIs are employers, supporters of private and Government Business Enterprise (GBE) supply entities and drivers of economic activity.
- The MIs have underpinned the prosperity of the Northern Tamar and Derwent Valley regions where the majority of direct employees and supplier businesses reside, however, supply chains extend out from these adjacent regions across the State.

Issues Brief

Major Industrials

- The embedded nature of the MIs means that any downturn has a disproportionate impact across the Tasmanian economy and communities.
- Each of the four MIs have recently reached out to multiple Governments, including Tasmania, for financial assistance, with significant requests for assistance from Liberty Bell Bay and Nyrstar Hobart.

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- Funding subsidies or packages will be required prior to the commissioning of Marinus and, as such, are likely to negatively impact the State Budget between 2025-2031.
- Following Marinus commissioning, funding for energy and transmission relief has the potential to be sourced from Hydro Tasmania's returns to Government.

Liberty Bell Bay

- Liberty Bell Bay (LBB) is a significant employer in the Northern Tamar region, directly supporting about 350 workers and more than 800 jobs across the state. LBB has a direct supply chain expenditure of about \$119 million, with a large proportion centred in the Northern Tamar economy.

- It is estimated that LBB contributes more than \$450 million to the Tasmanian economy annually.
- GFG Alliance Group has recently faced significant financial difficulties and has put the LBB facility into care and maintenance.

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- The Department of State Growth (State Growth), in conjunction with the Office of the Coordinator-General, Deloitte and King & Wood Mallesons (KWM), is preparing a staged financial support package that includes immediate financial support to secure an ore supply and a longer-term contingent loan for consideration by Government.

Nyrstar Hobart

- Nyrstar Hobart is a significant employer in the Greater Hobart region, directly supporting about 690 workers and more than 1,700 jobs across the state. Nyrstar has a direct supply chain expenditure of about \$225 million with a large proportion of that spent on local businesses.
- It is estimated that Nyrstar contributes more than \$789 million to the Tasmanian economy annually.
- A financial package has been in negotiation with the Australian, South Australian, and Tasmanian Governments. Tasmania's contribution is proposed as \$22.5 million, \$20 million of which is transferred from existing budgeted funding to Nyrstar.

Issues Brief

Major Industrials

- This package will allow for a stay of closure and for Nyrstar to conduct a review of operations and options.
- Pending the outcome of the strategic review by Trafigura, there is a risk that the Hobart smelter and by extension the Port Pirie operations will be deemed commercially unviable, and action taken to wind up operations.
- State Growth is an active participant in the review to ensure that state interests are included.

Boyer Mill

- The Boyer Mill is a significant employer in the Derwent Valley region, directly supporting about 370 workers and more than 900 jobs across the State.
- Boyer Mill has a direct supply chain expenditure of about \$100 million, with a large proportion of that spent on local businesses.
- It is estimated that Boyer Mill contributes more than \$400 million to the Tasmanian economy each year.

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Bell Bay Aluminium

- Bell Bay Aluminium (BBA) directly supports about 630 workers and more than 1,500 jobs across the state. BBA has a direct supply chain expenditure of about \$85 million, with a large proportion centred in the Northern Tamar economy.
- BBA contributes more than \$539 million to the broader Tasmanian economy each year.

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Risk or Opportunity

- Managing input costs, including energy, is of critical concern to MIs and has been consistently raised with the Tasmanian Government.
- MIs collectively consume around half of Tasmania's total annual electricity load and manage both their market risk and volume requirements by contracting directly with Hydro over long-term periods. They also play a significant part in the reliable and secure operations of Tasmania's electricity systems.
- The loss of a MI is expected to have a positive impact on Hydro Tasmania's profit as it will have enhanced ability to export energy to Victoria at market prices. This will be further enhanced if Marinus Link is commissioned.
- Despite this, the loss of an MI is likely to significantly affect regional and the whole-of-state economies, supply chains, and communities. In this scenario, it is likely that there would be significant pressure by communities for financial support and a negative impact on the broader State Budget.
- Other opportunities are dependent on global markets and international demand, but there may be additional leverage if

Issues Brief

Major Industrials

demand for 'green' production increases the value of products produced by MIs, over that produced by low-cost input economies.

Recommended Approach

- Having regard to global conditions and continuing pressure on the manufacturing sector, the Tasmanian Government will likely continue to receive requests for financial assistance, be it subsidised energy or direct funding, from each MI.
- These requests may stay closures or contractions for a period, but issues facing MIs are likely to continue.
- Achieving a stay will provide time not only for MIs to consider how they can sustain operations, but also for Government to undertake a strategic assessment about a way forward for Tasmania.
- Understanding the impact of potential closures for one, or all, of the MIs will be critical to support an evidence-based strategy for the regions affected, the Tasmanian economy and the State Budget.
- State Growth is undertaking a piece of work in partnership with the Tasmanian Development and Resources Board to identify economic diversification opportunities for the State in the event of a major employer ceasing operations.
- State Growth will also continue to maintain a strong and ongoing working relationship with each MI and with the Australian and other relevant jurisdictional Governments to manage this critical period.

Issues Brief

National Agreements

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2030 Strong Plan Commitments

- The 2030 Strong Plan details important commitments that may increase consumer demand for services in the subject areas covered by the four agreements detailed below.
- While these commitments provide much needed services for Tasmanians, there is a pattern of cost shifting from the Australian to state and territory governments, over all four agreements, and a history of underfunding by the Australian Government.
- Holding to strong negotiating principles across all agreements is crucial to ensure appropriate cost sharing arrangements are maintained and the cost of increased service demand is not entirely met by the State.

Outline

- In the 2024-25 Tasmanian Budget, funding from the Australian Government for National Partnerships and other Project Agreements was \$2,313.4 million, which represents 25.84 per cent of Tasmania's total revenue.
- The following National Agreements are either under negotiation or due to be negotiated with the Australian Government during 2025:
 - The National Health Reform Agreement (NHRA);
 - The Disability Foundational Support/NDIS Agreement;
 - The Preschool Reform Agreement (PRA); and
 - The Mental Health and Suicide Prevention Agreement (MHSPA).

- Successful negotiation of the four Agreements on favourable fiscal and service delivery terms for Tasmania will ensure the Tasmanian community receives sustainable, affordable and more accessible services.

National Cabinet December 2023 Decision

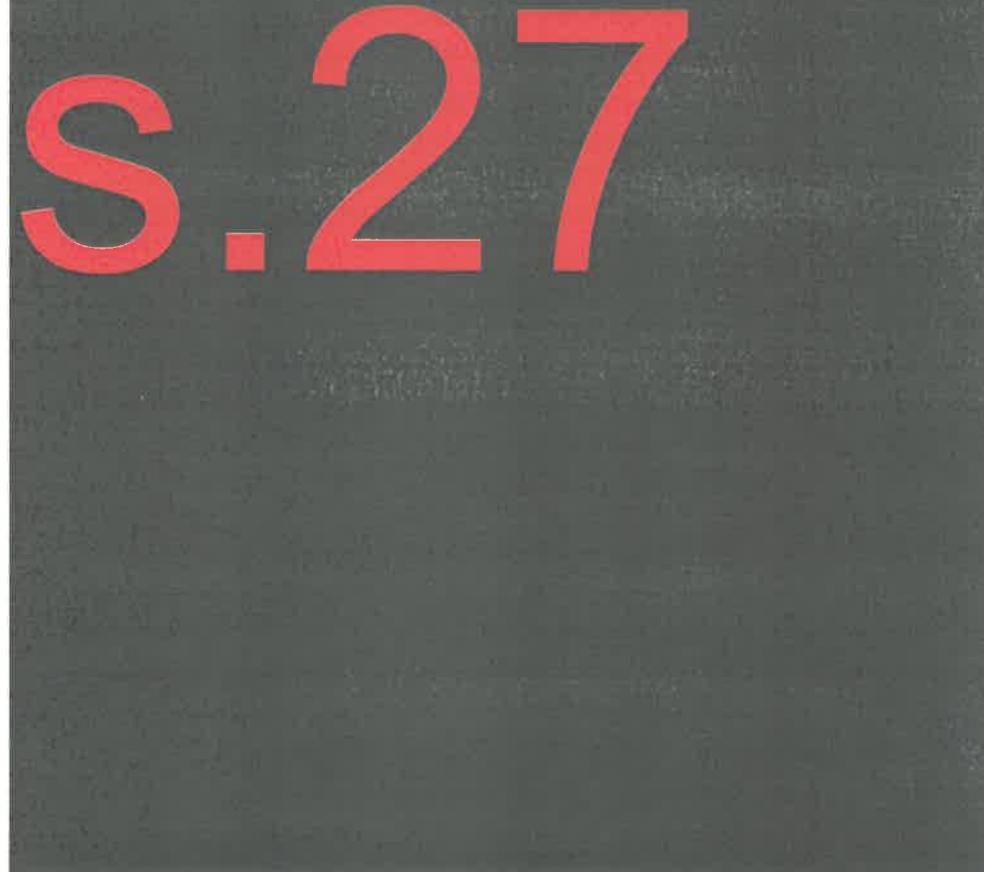
- The NHRA and the Disability Foundational/NDIS Agreement (Health and Disability Reform) were linked in the National Cabinet December 2023 decision (the Deal).
- The National Cabinet decision included a commitment that the expected Australian Government increase in NHRA contributions would leave the states and territories 'better off overall' despite the states increasing their funding for disability reform.
- Key NHRA elements of the 2023 National Cabinet Deal were an Australian Government commitment to increase the Commonwealth Contribution Rate (CCR) to 45 per cent over 10 years and achieve 42.5 per cent before 2030, and replacing the 6.5 per cent cap on growth with a 'more generous approach'.
- Disability reforms agreed between the States and the Australian Government were to increase the states and territories 'escalation rates', changes to the NDIS rules and to establish Foundational Supports, with funding of \$10 billion available over five years on a 50:50 cost shared arrangement.
- It is essential that Health and Disability negotiations continue in tandem with adequate funding provided for state and territories to achieve the 'better off overall' commitment.

Issues Brief

National Agreements

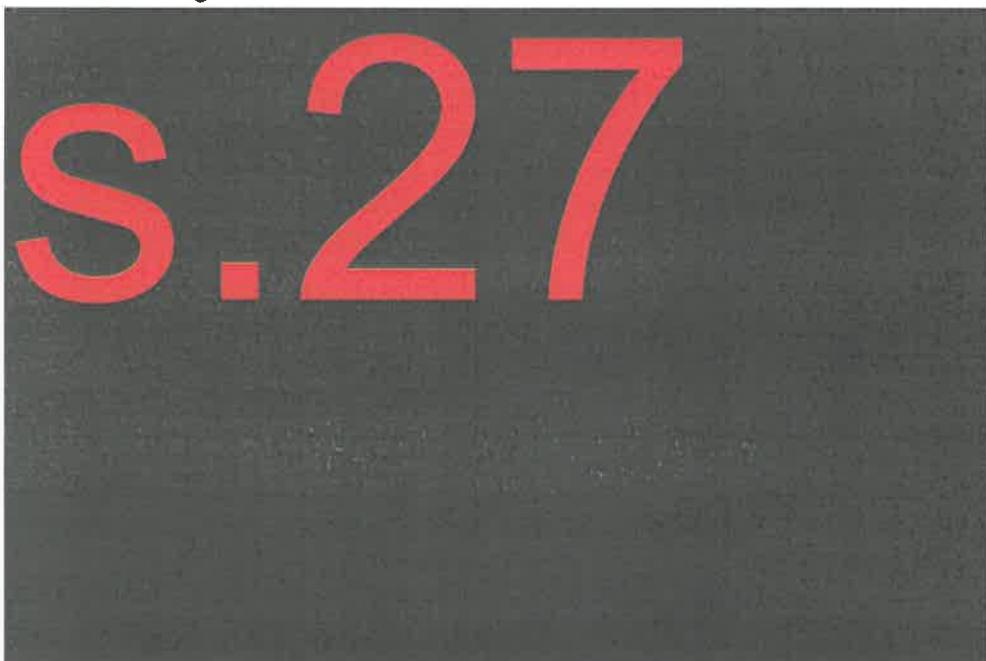
National Health Reform Agreement (NHRA)

- The NHRA expired on 30 June 2025 but an interim agreement has extended funding until June 2026.



- The June 2025 Pre-Election Financial Outlook Report (PEFO) references the importance of current NHRA negotiations noting the underlying risk that a less than fair contribution from the

Australian Government will result in Tasmania being responsible for funding the shortfall.



Foundational Supports/NDIS

- The states and territories also agreed as part of the December 2023 National Cabinet Health and Disability 'Deal' to reform of the NDIS, with legislative changes, increased state and territory financial contributions, and a broader system of disability supports through establishing jointly funded Foundational Supports.
- The states and territories financial exposure to Foundational Supports services is capped at no greater than \$5 billion on a per capita basis over five years from 2025-26. Tasmania's per capita share is estimated to be \$21.2 million per year in addition

Issues Brief

National Agreements

to the existing Tasmanian contribution to the NDIS. States and Territories agreed at the December 2023 meeting to lift their escalation rates on their existing NDIS payment from 4 per cent up to a capped 8 per cent.

- States and territories are working with the Australian Government to design Foundational Supports for a zero to nine years cohort. **s.27**

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Preschool Reform Agreement (PRA)

- The PRA provides states and territories with indexed per child funding for the year before formal schooling (YBFS) as a contribution towards 600 hours in preschool. This funding is worth \$9.8 million for Tasmania in 2025.
- The PRA expires in December 2025

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Mental Health and Suicide Prevention Agreement (MHSPA)

- The MHSPA provided a total of \$45.6 million in Australian Government funding to Tasmania over five years and will expire in June 2026.
- The Tasmanian Government received \$11.4 million of this funding with the remaining \$34.1 million being 'on passed' to non-government service providers for specific projects.
- The Productivity Commission (PC) is reviewing the MHSPA with the final report, due in October 2025, expected to inform the Australian Governments' decision whether to negotiate a new agreement, and if so, on what terms.
- The PC's Interim Report contains draft recommendations criticising the existing Agreement and increasing the scope of potential services.

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Risk or Opportunity

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Issues Brief

National Agreements

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Key Next Steps

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Recommended Approach

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Issues Brief

Wages Principles – Wage Negotiations 2025

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2030 Strong Plan Commitments

- The 2030 Strong Plan reiterates a commitment to fiscal responsibility, stable service delivery, and accountable government. In this context it is important that public sector wages remain “sustainable” and “aligned with broader budget strategy.”
- The 2030 Strong Plan’s emphasis on technology, reform and productivity, particularly in the Tasmanian State Service (TSS) workforce. **s.27**
- The ‘pathway to productivity’ in the economic statement focuses on digital capability, service innovation, and workforce reform and supports a fiscally responsible and affordable position on wages growth while reinforcing reform as a core improvement for the TSS workforce.
- The Fiscal Strategy also points to a “sustainable public sector to improve the provision of services to the community through the delivery of more frontline services and improved public sector productivity through careful and transparent management of full-time equivalent growth.”

100-Day Plan Commitments

- The Government’s 100-Day Plan and 2030 Strong Plan include multiple commitments that expand or reform TSS-delivered services, particularly in health, early education, youth justice and community engagement. **s.27**

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Outline

Wages Principles

- Employee expenses account for approximately 46 per cent of total government operating expenditure. Wages outcomes have traditionally been negotiated per round, since 2012, on the basis of being fair, affordable and consistent with fiscal strategy.
- The considerations and factors for wages principles have included the government’s fiscal position and economic outlook as advised by the Department of Treasury and Finance (Treasury), supply and demand to specific occupational groups and the general labour market situation in Tasmania.
- While CPI and WPI (March quarter: 1.6 per cent and 4.0 per cent respectively) are monitored, they rarely form the primary basis for indexation decisions.
- Following the caretaker period and the recent release of the Pre-Election Financial Outlook Report (PEFO), **s.27**
- As a standard practice there have been no retrospective payments made where agreement have not been reached by

Issues Brief

Wages Principles – Wage Negotiations 2025

the due date of the first salary increase and, in these negotiations, the earliest date is first full pay period commencing on or after (ffppcooa) 1 December 2025.

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- [REDACTED]

Wage Negotiations

- The 2025 negotiations for 15 of our wage agreements (including Police) in the TSS have commenced. This excludes Engineers, Nurses and Correctional Officers. Most of these Agreements expect the next salary increase to be paid on the ffppcooa 1 December 2025. Attachment 1 provides a summary of the status and critical dates of all wage agreements in operation across the TSS.
- A Lead Negotiator model was approved for this round for consistency and to ensure that negotiated outcomes are within the constraints of the current fiscal position. Mr Norm McIlpatrick has been appointed as the Lead Negotiator.
- Union Logs of Claim have been received for the majority of the 15 wages agreements being negotiated by the Lead Negotiator, with Teachers and Police Unions amongst the minority yet to submit their claims.
- Claims from CPSU, HACSU and AEU for the major agreement being the Public Sector Union Wages Agreement (PSUWA).

This Agreement covers approximately 12,877 (headcount) employees across the Tasmanian State Service Award (TSSA) and the Health and Human Service Award (HAHSA) in a variety of occupational groups. The claims from the unions are substantially aligned around salary increases, seeking an immediate “catch-up” structural adjustment payment to base salaries of 5.95 per cent for a perceived decline in real wage growth over the past 10 years, followed by annual increases of 5.2 per cent per annum commencing in December 2025, 2026 and 2027.

- During the Caretaker period the Lead Negotiator has continued discussions with the unions to progress issues where possible and unions have accepted this approach, albeit with discussion on any wages and related issues suspended waiting a position on Wages Principles from the Incoming Government is known.

Risk or Opportunity

Wages Principles

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Issues Brief

Wages Principles – Wage Negotiations 2025

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Wage Negotiations

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Key Next Steps

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- Dependent on revised approach to wages principles continue negotiations for 15 wage agreements (including Police) to finalisation.

Recommended Approach

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Impacts or Outcomes

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Issues Brief

Tasmanian State Service Reform

22

2030 Strong Plan Commitments

- The Strong Plan for a Stronger Economy, Fiscal Strategy Statement commits to a sustainable public service through careful and transparent management of full-time equivalent growth and increased productivity.
- It further commits to the provision of services to the community through the delivery of more frontline services.
- This Brief outlines key reform work in place to reform the Tasmanian State Service (TSS) and key next steps.

Outline

- Reforming the TSS to seek to improve public sector productivity is an opportunity to rethink how government works to better serve its citizens and refocus the public service on what matters to Tasmanians.
- There is a clear expectation from community that governing and public administration needs to respond to community priorities and embrace contemporary ways of working together. In relation to TSS reform, this can mean that *how* government works is as important as *what* it does and *when* it does it.
- Many challenges faced by the government and the community it serves are complex. They involve lots of people and problems that are constantly changing.
- In this context, the public service needs to have the right skills and workforce to adapt and partner with others, to scale or stop lesser priorities, to share power and develop relationships and collective ownership of complex problems.

- The public service needs to not only be the right size and shape, but also have the right people, in the right place at the right time with the right tools.
- By modernising the public service in this way, we build trust in public institutions and improve efficiency, effectiveness and outcomes for Tasmanians.

Current approach

Workforce

- The TSS, through the State Service Management Office (SSMO) is progressing a Workforce Strategy to build a sustainable, contemporary and high-performing public sector workforce, empower employees and drive workforce capability.
- The Strategy responds to the recommendations from the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Col) as well as broader economic, demographic and technological shifts. It reflects the need for a responsive, values-led and future-ready public sector.
- To manage employee cost growth and improve public sector productivity, the strategy incorporates fiscal discipline, workforce efficiency, productivity metrics and cultural indicators of success.
- TSS workforce numbers:

	1 July 2014	June 2024	June 2025
Paid Headcount	28,304	35,001	36,165
Paid FTE	22,476.62	28,760.01	29,787.30

*Exclusive of casual employees

Issues Brief

Tasmanian State Service Reform

Community

- Much work is underway across the public service to transform the way government works with the communities it serves.
- This work is a deep cultural transformation work to empower people and places to be involved in decision-making that affects their lives.
- Across key reform arising from the Col, Closing the Gap, Disability Services and Reform and Community Services portfolios, the TSS is partnering with others, building capacity of the community-controlled sector and putting lived experience at the centre of how government works.

Operational efficiencies

Risks and Opportunities

Key risks include:

- The need for clear prioritisation and service choices, and improved planning and delivery of services by a more efficient TSS that is sized at a sustainable level and can enable effective expenditure constraint.
- Public sector wages must remain fair, reasonable, affordable and sustainable, including addressing the gap between expectations around wages and conditions, and what is fiscally achievable.
- Attracting and retaining key skills, particularly in the context of the need to attract young workers, support for mature workers, improved workforce mobility and transferability.

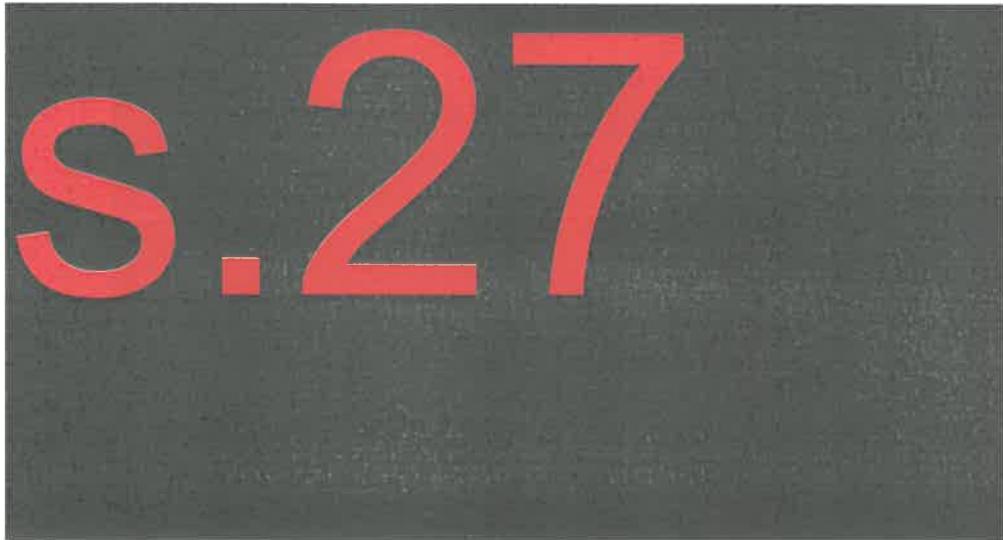
Key opportunities include:

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 - Building cultural renewal in the TSS with a high-performing and values-based State Service culture that is focused on delivery, integrity and accountability.
 - Continuing to develop 'what it means to be a Tasmanian public servant' to support service delivery that is targeted towards Tasmanian community needs.

Issues Brief

Tasmanian State Service Reform

Key Next Steps



Recommended Approach



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- Consider links between the TSS reform program and fiscal sustainability in the context of the role of the multi-partisan budget maters panel committed to in the Foundations of Stability framework.

Issues Brief Keeping Children Safe Reform Program

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2030 Strong Plan Commitments

- You have remained steadfast in your commitment to implement all 191 recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Col).
- This Brief outlines the progress and the complexity of implementing all recommendations of the Col and delivering its significant program of reform.
- While many commitments made during the election are consistent with reform directions, such as reinstating Daniel's Law, the implementation of other commitments will require consideration in the context of the Col, such as the proposed changes to the *Youth Justice Act 1997*, specifically the introduction of aggravating factors in sentencing and the modification of the *doli incapax* principle.
- Some of the legislative change required to implement the 'tough on crime, tough on the causes of crime' commitment may need to be carefully considered in the context of the Col and the intent of the recommendations.

100-Day Plan Commitments

- The first 100-Day Plan commits to continue the Government's over \$400 million investment in implementing the 191 recommendations of the Col.
- Reinstating Daniel's Law is also a 100-Day Plan commitment.

Independent Members' Positions

- Kristie Johnston is committed to:
 - Ensuring all recommendations of Col are implemented according to the intent of the Commissioners;
 - Bringing a child rights lens to all policies and legislation to ensure every government decision positively impacts the lives of children and young people; and
 - Closing Ashley Youth Detention Centre (AYDC) as soon as possible.

Outline

- The Keeping Children Safe Reform Program (the Program) is Tasmania's largest and most complex whole-of-government response to institutional child sexual abuse.
- It delivers the 191 recommendations of the Col and actions from the Royal Commission, Blake Review and Weiss Review. Two further reviews (Woolcott and Tatarka) are underway and expected to inform the future direction of reform.
- Reform is structured in three phases through to 2029. Phase Two (ending June 2026) is currently underway and represents a significant shift from urgent foundational change to longer-term structural reform.
- The Department of Premier and Cabinet (DPAC) coordinates the Program across government, working closely with delivery agencies, the Independent Implementation Monitor and the Commission for Children and Young People (CCYP).

Issues Brief

Keeping Children Safe Reform Program

- As of 30 April 2025:
 - 54 of 191 recommendations have been completed;
 - 113 are in progress and on track;
 - 19 are progressing with challenges;
 - Five remain delayed; and
 - 28 of 30 Interim Actions are complete.
- This level of delivery reflects substantial progress across all agencies. However, the remaining work is resource-intensive and increasingly complex.
- To maintain integrity and momentum, the Program now requires active Government decisions about legislative priorities, delivery sequencing, and accountability settings.

Risk and Opportunity

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Key risks

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Strategic opportunities

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Issues Brief

Keeping Children Safe Reform Program

Key Next Steps

Recommended Approach

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Issues Brief

Keeping Children Safe Reform Program

Impacts or Outcomes

- The Program aims to create a safer Tasmania where children are protected from abuse and where institutions act transparently, accountably and in the best interests of children.



Issues Brief

Education (including Independent Education Review)

2030 Strong Plan Commitments

- This Brief identifies the importance of achieving better educational outcomes and the reforms being delivered as part of the 2030 Strong Plan.
- The 2030 Strong Plan commitment to introduce a requirement for a minimum of one hour of structured numeracy each day in primary schools from 2027, together with a commitment to Lifting Literacy, are important initiatives to lift Tasmanian students' performance in maths, science and reading.

100-Day Plan Commitments

- The 100-Day Plan identifies several initiatives to address the issues of social disadvantage outlined in this Brief and to provide teachers with resources to support Lifting Literacy.

Independent Members' Positions

- Peter George's position on education is to focus on providing young people with an education that better prepares them for the future. He states this will require delivering more resources and staff to our public schools, halting the exodus of students and ensuring a level playing field between public and private education. This is largely consistent with the 2030 Strong Plan.

Outline

- Education is the key driver of social mobility and productivity and has a direct link to all life outcomes for Tasmanians. It is the primary lever of Government to ensure Tasmanians can participate economically, generate wealth, innovate, and drive growth. Strong education outcomes also lead to improved health and wellbeing outcomes for Tasmanians.
- Tasmania has a committed public education workforce of approximately 5,500 teachers working in 192 schools. A number of schools work in partnership or in cluster arrangements and have done for some time (eg Jordan River Learning Federation, West Coast schools).
- Despite multiple reform efforts over many years, Tasmania's education results are not improving compared to other jurisdictions in Australia. The latest Programme for International Student Assessment (PISA) results indicate that Tasmanian students are performing below the national average in maths, science and reading. Maths in particular, has trended downward for approximately a decade.
- Tasmania's year 12 attainment rate is the lowest in the country, with only about half of students completing their education. In general, approximately 64 per cent of jobs in Tasmania require a bachelor's degree or equivalent, and only 22 per cent of Tasmanians hold such a qualification. It is anticipated that the percentage of jobs requiring tertiary qualifications will increase as Tasmania's economy continues to transition from manual to knowledge-based and human services activities.

Issues Brief

Education (including Independent Education Review)

- A significant portion of Tasmanian students experience compound disadvantage, particularly those in rural and regional areas, leading to increased support needs for students and challenges for families in supporting school attendance and as a consequence educational success. School attendance experienced a decline following the COVID-19 pandemic and in particular, the attendance rates for secondary school students have not recovered. Tasmania's public education system has been the subject of a number of reforms over the last decade to try to lift education outcomes for Tasmanian children and young people.
- The most transformative change was the extension of all high schools to include years 11 and 12, which was fully rolled out by 2022. Through the *Education Act 2016*, the minimum school leaving age was raised and mandated that young people remain in education or training; this was seeking to tackle early disengagement.
- Other major reforms include the focus on child and youth wellbeing, a move to an educational adjustments model for funding students with disability and more recently the focus on improvement of literacy, with the introduction of evidence-based structured literacy programs, including phonics, and the implementation of a minimum schooling guarantee for reading across all schools.
- Key current reforms include:
 - Implementing priority recommendations from the Independent Review of Education in Tasmania;
 - The Better and Fairer Schools Agreement – Full and Fair Funding 2025-2034 (BFSA) (March 2025), which mandates

action under three areas: *Equity and Excellence, Wellbeing, and Workforce Sustainability*;

- Sustained implementation of Lifting Literacy, structured instruction for all learners and all school years. Trials will begin later in 2025 for evidence-based numeracy instruction and tiered support;
- Reviewing secondary and senior secondary curriculum, pathways, and outcomes;
- Attracting and increasing the number of teachers in Tasmania, and strengthening the supports for teachers;
- Implementing key national disability reform pieces of work (including Disability Royal Commission and NDIS Review);
- Creating further whole of system networks of schools via the Communities of Schools (COSC) and Child and Family Learning Centres (CFLCs) model and the Multi-School Organisation (MSO) pilot. Both approaches seek to facilitate increased collaboration, shared learning and improvement in learner outcomes; and
- Significant and ongoing capital investment in education infrastructure, which reflects the impact of modern learning environments on student outcomes.

Risks and Opportunities

- Education reform and improvement is inherently complex and requires significant skill to implement successfully, including recognising and respecting the knowledge and expertise of educators, and engaging in inclusive change processes for targeted reform. Lifting Literacy is an excellent example of a

Issues Brief

Education (including Independent Education Review)

targeted, planned and clear reform process which is improving student learning, as evidenced in testing.

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Independent Education Review

- In January 2025, the Independent Review of the Tasmanian Education System resulted in 14 recommendations.
- Implementing the recommendations presents an opportunity to improve educational outcomes and better support the education workforce. However, there will be a need to resource and prioritise the implementation of the recommendations to ensure that full impact and outcomes for children and young people are realised. There is currently capacity to fund prioritised elements through the BFSA.
- Four recommendations were prioritised for immediate action relating to initial teacher education, support for teachers based on models of frontline staff support in complex settings, 'supercharging' lifting literacy efforts and trialling collaborative models and networks of schools.
- It is critical that these actions are driven through a structured change management approach, led by a dedicated team within DECYP, to successfully implement the reforms.

Teachers and students

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Key Next Steps

- As detailed in the first 100-Day Plan, progress initiatives to address the issues of social disadvantage outlined in this Brief.

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Issues Brief

Education (including Independent Education Review)

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Recommended Approach

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Impacts or Outcomes

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Issues Brief

Early Years (including Critical Issue ECEC Safety)

2030 Strong Plan Commitments

- This Brief outlines the critical role of early childhood education and care (ECEC) in child development, the support it provides families and the need to ensure those services are safe.
- The 2030 Strong Plan for Supporting Communities and specifically the commitment to expand childcare and early education for Tasmanian families builds on the reforms outlined in this brief.

100-Day Plan Commitments

- The 100-Day Plan commitment to establish an Early Years Workforce Development Fund with \$5 million, including scholarships and relocation and retention incentives in remote areas, will assist to address some of the workforce challenges outlined in the Brief.

Outline

- Access to early learning and early intervention to provide supports for young Tasmanians sets them on a path for a life where they reach their potential. In addition, access to early learning and care is an important direct contributor to productivity, providing parents, particularly women, the opportunity to engage in work and raise their families.
- The 2024 Australian Early Development Census data shows that there has been a significant increase in developmental vulnerability across three of five domains for Tasmanian children. This indicates that a significant increase in support for

children and families is required, particularly those experiencing disadvantage.

- ECEC services (what many families call ‘childcare’), including long day care, family day care, outside school hours care and vacation care are critical for working families and their participation in paid or unpaid community work and further education.
- The Department for Education, Children and Young People (DECYP) is a provider of some early learning services.
- DECYP is also a regulator on behalf of the Australian Government’s ECEC services.
- DECYP also plays a middle role: working in partnership with communities and providers to enhance access to childcare, particularly for highly disadvantaged children.

Early Learning Provision

- As a provider, DECYP delivers early learning experiences and support for children from birth to age four, and their families, across a range of settings:
 - Child and Family Learning Centres (CFLCs) – 18 established centres, targeted outreach, and four planned centres providing place-based integrated services;
 - Launching into Learning (LIL) – a free statewide program for children aged birth to four and their families, delivered through government schools focused on literacy and social and emotional development;
 - Early Childhood Inclusion Service (ECIS) - works in partnership with families and other professionals to support children from birth to four years with developmental delay or

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Early Years (including Critical Issue ECEC Safety)

disability, supporting inclusion in early educational settings; and

- Kindergarten – for all four-year-olds in government schools. In alignment with the national reform agenda, DECYP supports the ECEC sector in achieving the long-term goal of universal access to early learning for three-year-olds.

Regulation

- The key challenge in Tasmania is delivering universal access in a way that navigates the complex regulatory, regional variation and service delivery in the state.
- The Education and Care Unit (ECU) within DECYP regulates ECEC services in Tasmania that operate under the *National Education and Care Services National Law Act 2010* and the *Tasmanian Child Care Act 2001*.

Enhancing access

- DECYP's targeted initiatives to enhance ECEC access for families experiencing disadvantage and those in rural or remote communities with limited service availability include:
 - Working Together – supports children and families experiencing disadvantage to access and participate in free early learning in existing ECEC services; and
 - Early Learning for Three-Year-Olds – supports the capacity and supply of ECEC services in areas of low or no supply of ECEC, tailored to local needs and building on community strengths.

Risk or Opportunity

Commonwealth's Universal Access to Childcare

- In September 2024, the Productivity Commission released its Inquiry Report on *A path to universal early childhood education and care*.
- The Inquiry Report examines the ECEC sector, including: centre-based day care; preschools; family day care; outside school hours care; and in home care.
- The Inquiry Report outlines what a universal ECEC system would look like, and the significant reforms necessary to achieve it. These reforms tackle issues that affect ECEC availability, inclusion, affordability, quality and equity.
- The Commonwealth has already made substantial progress, including:
 - A 15 per cent wage increase for early educators through the ECEC Worker Retention Payment;
 - The 3 Day Guarantee to provide three days a week of subsidised early education for children who need it from January 2026; and
 - The Prices Project to determine the cost of delivering quality ECEC Services.
- In addition, the Building Early Education Fund (the Fund) will invest \$1 billion to build and expand ECEC centres in areas of need.
- Under the Fund, the Commonwealth has already committed to building ECEC facilities in Huonville and Westbury and to provide support to an existing service in Devonport.

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Early Years (including Critical Issue ECEC Safety)

- To achieve universal access to childcare, a projected 79 per cent increase in ECEC places will be required.

Regulation: ECEC Safety

- As a result of horrific child abuse incidents and media reporting of serious compliance failures in Victoria and NSW, there is growing national scrutiny on the safety and quality of ECEC services. These developments have prompted questioning of the effectiveness of the implementation of the National Quality Framework (NQF) and the capacity of state and territory regulators to uphold safety and quality standards.
- In response to these events the Department of Justice has been engaged in discussions with the Commonwealth and other states and territories on a greater level of harmonization of screening programs and improved data sharing across jurisdictions. A Workplan is being developed for consideration by the Standing Council of Attorneys-General in November 2025.
- Tasmania's Registration to Work with Vulnerable People processes are considered to have greater access to child safety and police information that is not available to other jurisdictions. Any agreement on national harmonization will be beneficial to Tasmania provided the state is able to retain access to the greater array of information available to the Tasmanian scheme.
- A national work plan to align safety and quality initiatives is being developed and will be considered by Education Ministers in the coming months. A meeting of Education Ministers is scheduled for 22 August 2025 to consider this.
- In Tasmania, DECYP's ECU serves as the Regulatory Authority under the NQF. The ECU also oversees a small number of

services licensed under the *Child Care Act 2001* (Tas), which fall outside the NQF but are subject to state-based regulation.

- Tasmania has a solid foundation of legislative and operational safeguards that support early identification of risk and promote a culture of child safety. These include:
 - Mandatory Working with Vulnerable People Registration for all educators;
 - Regulatory oversight by the ECU;
 - Inter-agency information sharing, including a Memorandum of Understanding with Tasmania Police; and
 - Compliance with the Child and Youth Safe Standards and the Reportable Conduct Scheme.
- In addition, DECYP has most recently established:
 - A critical response team to immediately focus on the safety of Tasmanian children in ECEC;
 - Specific whole of government governance, including with the Commissioner for Children and Young People, the Independent Regulator and Tasmania Police, to immediately focus on ECEC safety, and further work is being undertaken on a process review of the ECU as regulator; and
 - A communications strategy to give Tasmanian ECEC families information regarding the safeguards and work underway in Tasmania.
- As a result of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings, the Departments of Premier and Cabinet and Justice are also leading key changes to strengthen the Working with Vulnerable People Registration system.

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Early Years (including Critical Issue ECEC Safety)

Recommended Approach

- Immediate attention to the Early Years Workforce Development Fund commitment in the first 100 Day-Plan.
- Continue negotiating with federal counterparts to ensure that resources are optimised and aligned to intergovernmental priorities and agreements about to be negotiated. For example, foundational supports, pre-school reform agreement, including funding mechanisms.

Impacts or Outcomes

- Improving access to and quality of ECEC ensures an equitable start to schooling for all children and provides parents and caregivers with opportunities to participate in the workforce.
- Strengthening safety and quality in early childhood education and care is expected to result in improved child safety and wellbeing and enhanced public confidence in the ECEC system.

Issues Brief

Health Service Sustainability

2030 Strong Plan Commitments

- The 2030 Strong Plan commitments provide a strong foundation for continued work and investment to build a better health system for Tasmania.
- During the election campaign a number of additional commitments were made to further strengthen Tasmania's health service system by improving access to primary health services with GPs and other allied health practitioners, and diagnostic services to mitigate increased demand on more costly hospital-based services.
- The 2030 Strong Plan also identified initiatives in general women's health and a number of commitments to address mental health service needs, particularly for younger as well as providing perinatal mental health services for women.
- This Brief outlines that health spending represents the most significant contributor to Tasmania's projected long-term fiscal challenges, and also covers some of the structural and demographic challenges that exacerbate the service system pressures.
- Many of the 2030 Strong Plan commitments continue efforts to reorient care from an acute setting into the community, which can support better patient outcomes and reduce costs to the health system.

100-Day Plan Commitments

- The 100-Day Plan makes 29 commitments with a focus on building an even better health system. This program of work ranges from ongoing advocacy to the Australian Government

for national reforms, progressing the development of legislation into the Tasmanian Parliament, and direct services at the local regional community level.

- The first 100 days will also progress key policy and planning processes such as the Tasmanian Nurse Practitioner Strategy and Action Plan, and consultation for *Rethink 2020: Tasmania's Strategic Plan for Mental Health*.
- Implementation of all commitments will need to consider health system capacity so that the Government meets its ambitious health system reform agenda and prioritises the 100-Day commitments.

Independent Members' Positions

- Three independents made clear policy statements regarding the health system.
- Peter George emphasised policies across the continuum of health care from prevention, early detection/diagnosis through to improved sub-acute/step down facilities. Mr George also highlighted the benefits of collaboration and consultation with Tasmania's health professionals to ensure that limited resources are targeted towards delivering a sustainable health system.
- Kristie Johnston identified a health system election policy, stating that the Government should spend at least 5 per cent of the health and mental health budgets on prevention and promotion programs. Ms Johnston is committed to boosting funding for preventive health initiatives and supports evidence-based education and early intervention. Ms Johnston also highlighted maternity services, elective surgery, community-

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Health Service Sustainability

based mental health services and drug withdrawal and rehabilitation services as areas requiring additional investment.

- Craig Garland expressed support for a 20-year statewide Preventive Health Strategy, and a funding equivalent of 5 per cent of the health budget to be invested in programs that prevent chronic disease, improve recovery and keep people out of hospital. Mr Garland also outlined his commitment to improving access to key health services such as pain management and dental clinics, as well as reforming the health complaints system through a review of the *Health Complaints Act 1995* and increased resourcing for the Health Complaints Commissioner.

Outline

- Based on March 2025 quarterly reporting information, Health expenditure accounted for approximately 34 per cent of total General Government Sector expenditure in 2024-25 and represents the most significant contributor to Tasmania's projected long-term fiscal challenges.
- Over the past decade, health expenditure has grown at 8.6 per cent, outpacing the overall General Government expenditure growth rate of 7.1 per cent.
- The Australian Government contributes to the costs of health services based on the National Efficient Price. However, the cost of delivering health services in Tasmania is higher than the National Efficient Price. Pressure on the health budget will continue to challenge all levels of governments, driven by population ageing, advances in medical technology, community expectations and increased rates of chronic disease.

- In Tasmania, these pressures are further compounded by distinct structural and demographic factors, including the nation's oldest population, high levels of socioeconomic disadvantage, low health literacy, regional isolation and transport barriers, workforce constraints, higher rates of disability, and higher rates of chronic illness. Despite comprising only 11.5 per cent of the population in 2021-22, multi-morbid patients occupied more than half (53 per cent) of Tasmania's admitted overnight acute beds.
- These factors collectively heighten both demand and complexity across the health system.
- Preliminary data shows that in 2024-25, there were 183,165 Emergency Department presentations statewide, an increase of 3.1 per cent from 2023-24. Alongside this, there was a 5 per cent increase in overnight admissions to hospital and a 9.6 per cent increase in outpatient clinic attendances.
- The preliminary annual number of higher triage (Resuscitation, Emergency and Urgent) patients presenting to the Emergency Department has grown by 34.9 per cent since 2020-21, an increase of 29,996 patients. To manage this pressure and rising demand, it is critical that priority is given to evidence-based approaches that improve system sustainability and efficiency while maintaining high-quality patient outcomes.
- As well as demand growth, the cost of healthcare in Australia is outpacing CPI significantly. The most recent Independent Health and Aged Care Pricing Authority (IHACPA) National Efficient Price determination saw an increase of 12 per cent, in addition to a 3 per cent lift less than a year ago.
- This 12 per cent increase in costs includes: salaries; supplementary workforce (locums etc); medical consumables;

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Health Service Sustainability

price for pharmaceuticals; and ancillary costs (eg transport). Non-salary costs make up around a third of health costs.

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- Private hospital providers have been experiencing financial and service viability issues. In late May 2025 Healthscope entered receivership. Healthscope is the second-largest private hospital operator in Australia with 37 private hospitals nationally, including the Hobart Private Hospital.

- Prior to entering receivership, Healthscope announced it would cease maternity services at the Hobart Private Hospital by August 2025. The Australian Government is providing \$6 million in 2025-26 to support the care transition from the Hobart Private Hospital to Calvary Health Care and the Royal Hobart Hospital. The Department of Health (DoH) is working with relevant stakeholders to progress work as part of this agreement.

Key Next Steps

- The *20-Year Preventive Health Strategy* (currently in development) represents a critical system-wide opportunity to help reverse the trajectory of rising demand and preserve long-term system capacity. The Strategy targets the conditions and

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Health Service Sustainability

risk factors contributing to Tasmania's highest burden of disease and focuses on upstream measures to reduce the overall volume and complexity of care over time.

- Another key opportunity is to prioritise implementation of the *Long-Term Plan for Healthcare in Tasmania 2040* (Long-Term Plan). Released in 2023, the Long-Term Plan delivers a more connected and sustainable health system that meets the needs of Tasmanians across the acute, subacute, mental health and primary health sectors.
- The Long-Term Plan prioritises actions that will have the greatest impact on Tasmanians, including to enhance system sustainability by improving access to after-hours, community-based primary and urgent care, expanding healthcare access in regional and remote areas, and strengthening community-based mental health services – ensuring Tasmanians receive the care they need, sooner.
- The Long-Term Plan is supported by three Clinical Services Profiles for each region of Tasmania which describe the current state and future direction of clinical services over the next five years. The Profiles include a regional demographic and health overview, existing services and infrastructure, projected service demand, and key initiatives to expand and enhance care based on identified needs and growing demand.
- As noted in the first 100-Day Plan, following the conclusion of *Rethink 2020: Tasmania's Strategic Plan for Mental Health*, Tasmania's next strategic plan for mental health is being developed to guide the next phase of work to build a contemporary, integrated mental health system. This will consider national reform directions through negotiation of the next National Mental Health and Suicide Prevention Agreement, expected to commence shortly.

- Reforms aimed at refocusing and supporting greater care in the community have also been a core focus of negotiations to date for the next National Health Reform Agreement. Negotiations are expected to continue in the second half of 2025.
- The Australian Government will continue to manage private hospital viability through its Private Health CEO Forum. This forum brings together leaders from private hospitals, private health insurers, medical groups and independent experts to develop short-term options for government consideration and to work on long-term reforms to strengthen the sector's financial viability. DoH also continues to engage regularly with the Australian Government on private hospital viability issues.

Recommended Approach

- Immediate attention to the Health commitments in the first 100-Day Plan.
- A continued focus on prioritising and funding initiatives which focus on provision of care in the community, to assist in managing the sustainability of the health system and associated budget, both at a state and national level.
- Prioritise the development and implementation of the *20-Year Preventive Health Strategy* as a system sustainability initiative to contain future demand growth and ensure long-term health system viability.
- Work with private sector partners to ensure the sustainability of the private hospital system.

Issues Brief

Children and Young People in Watch-Houses

2030 Strong Plan Commitments

- This Brief provides an overview of how children and young people are accommodated in watch-houses in Tasmania, as well as provides options and recommendations to ensure the safety of children and young people in the short and long term.
- The 2030 Strong Plan commits to ensuring community safety to support police and address vehicle related offending.
- Support of community safety was reinforced during the election campaign and a recommitment was made to update the *Youth Justice Act 1997* with a view to increase diversion options, provide additional sentencing provisions, include aggravating factors in sentencing and options for the practical application of *doli incapax*.
- Elements of this commitment, such as additional aggravating factors in sentencing, may risk increasing the number of children and young people in detention, and also potentially increasing the number of children held in watch-houses.
- The Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Col) recommended a review of the *Youth Justice Act 1997*, outlining specific principles to be considered in relation to sentencing some of which may be raised in opposition to policy changes such as *doli incapax*.

100-Day Plan Commitments

- The 100-Day Plan includes a commitment to continue the over \$400 million investment in implementing the 191 recommendations of the Col. As noted above, there may

be some complexities and tension between the Col recommendations and the commitment relating to amending the *Youth Justice Act 1997*.

Outline

- Children and young people under 18 years of age are regularly accommodated in watch-houses after being taken into custody, while awaiting court or police interview, and while awaiting transfer to the Ashley Youth Detention Centre (AYDC). They are also held in these facilities for protective purposes when intoxicated or under the influence of drugs, until sober.
- Tasmania's watch-houses are currently located within Hobart Reception Prison (HRP) and Launceston Reception Prison (LRP), both of which are connected to adjacent police stations and Magistrates Courts.
- There are currently no separate areas where children or young people can be accommodated within the watch-houses, meaning they can, and often do, come into contact with adult prisoners while being detained.
- Evidence was presented by the United Workers Union (UWU) to the Joint Parliamentary Committee on the Recommendations of the Final Report of the Commission of Inquiry on 28 March 2025, highlighting a number of limitations of the watch-house environment for the wellbeing of children and young people.
- Measures to increase the safety and support of children and young people in detention settings must also be accompanied by actions that support the safety of Tasmania Prison Service (TPS) staff in carrying out their duties.
- The accommodation of children and young people alongside adult prisoners is an issue across most Australian jurisdictions

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Children and Young People in Watch-Houses

and is recognised as inconsistent with best practice, posing a risk of exposing children and young people to harassment and intimidation.

- Between 1 July 2024 and 31 March 2025, there were 258 admissions of young people to the HRP and LRP (190 in Hobart and 68 in Launceston). These admissions were made up of approximately 141 individual young people.
- In the 21 months from 1 July 2023 to 1 April 2025, ^{8.36} [REDACTED] was detained in the HRP watch-house, but no 11-year-old children were detained. No children aged 10 or 11 were detained in the LRP watch-house during the same period.

Risk or Opportunity

- The Department of Justice (DoJ) is exploring alternatives to the current arrangements for receiving young people into watch-houses and will ensure that any alternatives are consistent with the Col recommendations and the Youth Justice Blueprint developed by the Department for Education, Children and Young People (DECYP).
- Although DoJ is responsible for watch-houses, young offenders are generally managed under the *Youth Justice Act 1997* by DECYP, while police are the first responders in cases of offending behaviour.
- The Tasmanian Government has committed to implementing all 191 recommendations of the Col, including raising the age of criminal responsibility from 10 to 14 years old and increasing the minimum age of detention to 16 years by June 2026.
- An alternative ecosystem of support will need to be developed for these changes, as Police will no longer have the power to take action when they respond.

- DoJ has been investigating options for developing new facilities or converting existing spaces within HRP and LRP to exclusively accommodate children and young people. ^{8.27} [REDACTED]

- DoJ will be introducing body-worn cameras for all staff in HRP and LRP and a new Director's Standing Order on the use of body-worn cameras has been developed. The Order mandates activation of body-worn cameras during any staff engagement with a child or young person.
- Body Scanners have been implemented across TPS facilities and at the AYDC. The use of body-scanners reduces the need for personal searches, although these may still be required under exceptional circumstances.

Key Next Steps

- Complete implementation of body-worn cameras for all staff working in watch-houses at HRP and LRP.
- Progress amendments to the *Youth Justice Act 1997* in accordance with Col recommendations.
- Continue inter-agency collaboration to develop a new process for approving transfers of young people from youth detention to adult prison, which limits transfers to youth 16 years or older, and requires a robust process involving an application by DECYP, oversight by the Commissioner for Children and Young People and approval by the Magistrates Court.

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Children and Young People in Watch-Houses

Options

- In the short term, continue to accommodate children and young people in the existing watch-house facilities at LRP and HRP, while at the same time exploring options to develop new facilities or convert existing facilities so that children and young people can be accommodated in a separate area away from adult prisoners.
- In the long term, continue to explore alternatives which eliminate or reduce the need to detain children and young people in watch-houses.

Recommended Approach

- That DoJ continues to explore options to develop new watch-house facilities or convert existing ones, while maintaining current arrangements, with the objective of accommodating children and young people separately from adult prisoners.
- This approach recognises the inherent challenges in finding an immediate and practical alternative, due to the necessary involvement of police and courts at the entry point of the criminal justice system.
- The approach also acknowledges that, at present, Correctional Officers who are appropriately trained are best placed to assume responsibility for managing children and young people in the existing watch-houses.

Impacts or Outcomes

- As a result of the Col, there is an unwavering public commitment to ensure that children and young people feel safe and are safe in all Tasmanian Government settings, and to make transformational changes that will make a real difference and protect children and young people now and into the future.
- Continuing the practice of accommodating children and young people in watch-houses, which exposes them to interaction and threats of harassment and intimidation from adult prisoners, could result in potential future legal redress for the State and does not align with best practice models. This practice was also heavily criticised in the recent *Custodial Inspector Children in Tasmania's Prisons – Review Report 2025*.
- Until alternate options to temporarily detaining children and young people in watch-houses can be developed, new arrangements should be implemented to ensure that children and young people are accommodated in separate, therapeutic watch-house facilities with trauma-informed design and supported by appropriately trained specialist staff.

Issues Brief

Prisoner Accommodation Capacity

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2030 Strong Plan Commitments

- This Brief identifies the urgent need to address prison capacity issues, given modelling by the Department of Justice (DoJ) shows that the total prisoner bed capacity may be exceeded by 2027-28.
- The 2030 Strong Plan commits to community safety, justice system reform, and full implementation of the recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Col). This will require a modern, fit-for-purpose custodial system that can uphold safety, rehabilitation and institutional accountability.
- While the Plan pivots away from large-scale prison builds in favour of rehabilitation and reducing recidivism, it also supports stronger enforcement, regional equity and improved outcomes for both victims and offenders.
- This dual emphasis – on being ‘tough on crime and tough on the causes of crime’ – requires custodial infrastructure with capacity to support remand growth, regional placement and trauma-informed rehabilitation.

100-Day Plan Commitments

- While the 100-Day Plan commitments will serve to protect the community, impact on prison numbers may need to be monitored.
- The commitment to reintroduce the Sentencing Amendment (Aggravating Factors) Bill 2025, may not impact total numbers sentenced for the offences under the amendment, but could

increase custodial sentence lengths which decreases prison bed availability due to longer stays in prison.

- Expanded police recruitment and rostering reforms may intensify enforcement activity and charge volumes, leading to greater pressure on existing facilities.
- The Government's 100-Day Plan and 2030 Strong Plan reflect a dual approach to criminal justice: expanding enforcement and accountability, while also advancing diversion, rehabilitation, and institutional reform. Implementation of these objectives will be in the context of Tasmania's custodial system, which is already nearing capacity.

Outline

- In August 2024, it was announced that the planned \$270 million investment in the development of the Northern Correctional Facility would not proceed. Instead, a greater focus would be provided on rehabilitation and the reduction of recidivism.
- The decision not to proceed with the NCF means that up to 270 additional beds for accommodating prisoners and remandees would no longer be available for the Tasmania Prison Service (TPS) to utilise, and it will be required to try and accommodate people held in custody within the existing correctional facilities.
- With the cancellation of the Northern Correctional Facility (NCF) project, and modelling showing system breach by 2027–28, there is now a clear need for revised infrastructure planning. This includes regional and remand capacity, modern minimum-security options, and trauma-informed designs that meet Col obligations and community expectations.

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Prisoner Accommodation Capacity

- Prison numbers have continued to rise over recent years and the demand for accommodation continues to place significant pressure on prison facilities and TPS resources, with some facilities quite old and of a poor standard.
- Many of the concerns raised with overcrowding and prison capacity at Risdon Prison site have been associated with conditions that exist within the Risdon Prison Complex (RPC) maximum security accommodation.
- In recognition of this, funding has been provided to construct a new maximum-security rated unit in RPC that will accommodate up to 52 prisoners, which will provide increased short-term accommodation capacity for this security classification of prisoners or remandees, depending on how the unit is ultimately operated.
- Due to limited accommodation options, the TPS has found it increasingly difficult to place sentenced prisoners who need to be kept separate (eg for protection reasons, gang affiliations, personality conflicts).
- At the same time, there has been significant growth in the unconvicted (remandee) prisoner population, with this cohort accounting for approximately 60 to 80 per cent of population growth since 2014.
- Average prisoner numbers since 1 July 2025 are 817, indicating a continued upward trend.
- The average daily prison population is projected to increase, potentially reaching 1,299 inmates by the 2034-35 financial year.
- Two of the four long-term projections suggest that the prison population will exceed design capacity by the 2027-28 financial year. Three of four projections exceed design capacity by 2032-33.
- The remand proportion of the daily average population for the 2023-24 financial year was 39 per cent of the total population. This figure increased to 41 per cent for the 2024-25 financial year.
- The female population's average yearly growth is 6.09 per cent compared to the male growth rate of 2.80 per cent.
- The average annual growth rate of the daily sentenced prison population from 2019-20 to 2024-25 is 0.48 per cent. The same metric for the remand population is 9.14 per cent.
- Expenditure per prisoner per day in 2023-24 was \$472.27, reduced from \$507.38 in 2022-23.
- Recidivism occurred at a rate of 51.3 per cent in 2023-24, a small reduction compared to previous years. Tasmania's recidivism rate is the second highest nationally after the Northern Territory (60.3 per cent). The national average is 43.0 per cent.
- Utilisation rate of Tasmanian correctional facilities currently ranges between 80-85 per cent of capacity, with greater utilisation during surge periods, particularly for remand prisoners.

Key data

- Prison numbers in Tasmania are approaching capacity.
- Prison numbers have previously peaked at 823 in June 2024, and total prison accommodation capacity is 892.
- Average prison population was 675 people in 2022-23, 767 people in 2023-24, and 786 people in 2024-25.

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Prisoner Accommodation Capacity

Key drivers of prison population growth in Tasmania

- Increased remand numbers, where individuals are held in custody while awaiting trial or sentencing.
- High levels of recidivism, particularly amongst prisoners with alcohol and other drug addiction.
- Increased custodial sentencing for family violence offences and breaches of protective orders.
- Lack of suitable bail addresses resulting from limited housing.
- High rates of recidivism due to limited rehabilitation and reintegration support.
- Increase in remand prisoners due to delays in court processes and lack of bail support.
- Inadequate rehabilitation programs, mental health support and staff shortages.
- Longer sentences and limited use of alternative non-custodial options, especially for short sentences, for example home detention, diversion programs or restorative justice.
- Over-reliance on incarceration, which fuels prison growth.

Risks

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Key Next Steps

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Prisoner Accommodation Capacity

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Workforce, Skills and Jobs

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2030 Strong Plan Commitments

- The 2030 Strong Plan has a significant number of existing commitments that target improved skills delivery for youth and for specific industry sectors. This includes extensive financial commitments to improving equipment and facilities.
- This Brief provides an overview of three key issues facing the Tasmanian workforce: labour shortages, a low participation rate, and low skills and educational attainment.
- Labour shortages are driven by differing factors across industry sectors and are heavily influenced by regional variation. This is similarly the case for participation, skills, and educational attainment.
- Better coordination of policy initiatives and investment for workforce initiatives could assist in addressing longstanding workforce issues in Tasmanian communities and economy.

100-Day Plan Commitments

- The 100-Day Plan commitments will progress a number of key workforce and skills initiatives committed in your original Strong Plan, as well as commence the \$300,000 commitment to the feasibility study to determine the viability of a Northern Tasmanian Building and Construction Training Centre.

Outline

- At a whole of economy level, the labour market in Tasmania is experiencing significant labour and skills shortages and falling productivity. This is consistent with trends nationally.

- Tasmania has low rates of labour participation and productivity across many sectors, relative to every other state and territory.
- The health and construction sectors are experiencing critical workforce shortages and for the health sector these shortages are particularly acute in regional areas.
- The community services and health sectors are the largest employing industry in Tasmania, with 46,357 employees and projected employment growth of 8.3 per cent from 2024 to 2027.
- The construction sector is the third largest employing industry in Tasmania, with 24,317 employees and projected employment growth of 2.8 per cent from 2024 to 2027.
- These sectors are foundational to the economy (and community wellbeing) in terms of the delivery of critical public services and infrastructure.
- The increasing demand for health services is driven by multiple factors including ageing population, changing patterns of disease, increasing multi-morbidity and changing patient expectations.
- Tasmania is projected to need an additional 31,730 workers by 2027 including 17,447 to replace labour market exits.
- In Tasmania in 2021, only 46 per cent of the population completed year 12, and 51.7 per cent held a post school qualification. Low levels of educational attainment and uptake of technology and innovation are compounding growth potential.
- Dampened population growth (including through migration) is also compounding the skills and productivity challenge.
- Traditional government levers to address these challenges are being deployed, including a significant State and National effort and investment in skills, training and employment services

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Workforce, Skills and Jobs

reform that is well underway.

- Tackling the workforce challenge requires several supply and demand measures and innovation has a role to play in reshaping workforces through the more efficient application of resources.
- The Department of Health (DoH)'s long-term health workforce strategy, the Health Workforce 2040, has driven efforts to bridge the labour and skill demand. Significant progress has been made and a recent review identified priorities for ongoing investment and collaboration.
- Recent skills, and education reforms, alongside the Youth Jobs Strategy, sought to better align education and training offerings with the needs of jobseekers, the economy and the community.
- For example, the systems of school-based education, Vocational Education and Training (VET) and Higher Education have traditionally been managed separately and are subject to their own complex regulatory and funding arrangements. **s.27**

- Deepening collaboration and breaking down silos across formal education settings as well as employment, migration systems with industry and employers (including public sector) is critical.
- There is an opportunity to elevate work to align effort between employers, community and education, training and employment providers to lift workforce participation and productivity.
- This could include expansion of the pathways partnership project which is being developed between the Department of State Growth (State Growth) and the Department for Education, Children and Young People (DECYP) to improve training pathways and transitions from school to work including in

regional areas through local partnerships between schools and Jobs Hubs.

- Consider ways to address workforce shortages through productivity by speeding up the adoption of innovative technology (particularly for the care and construction sectors) and building greater capability in organisational methods including service and job redesign and upskilling of existing workforces
- This would leverage existing relationships between DoH, UTAS and the Tasmanian VET sector, including TasTAFE.
- Given the ongoing need to support Tasmanian workforce development within a constrained budgetary environment, bringing together the work of all agencies may be a cost-effective means to ensure cohesive and strategic focus for both population development and workforce sustainability.
- Multiple agencies across government are responsible for different aspects of workforce policy:
 - Skills Tasmania (DSG) - for Vocational Education and Training (VET) related workforce training and development;
 - Jobs Tasmania (DSG) - for the Youth Jobs Strategy and regional job matching hubs;
 - DECYP – for foundational training and links to tertiary education (University and VET);
 - Department of Treasury and Finance – managing competition policy and automatic mutual recognition for qualifications, and formerly held the principal workforce policy unit for previous Governments;
 - Department of Justice – managing occupational licensing Consumer Building and Occupational Services (CBOS);

Issues Brief

Workforce, Skills and Jobs

- Other agencies, such as DoH and the Department of Natural Resources and Environment Tasmania (NRE) considering their own sectoral workforce strategies, and
- Key Government infrastructure projects requiring substantial workforce uplift (eg Stadium, TasPorts, Marinus).

Risk or Opportunity

- Risk that labour shortages in the Tasmanian economy (particularly in health and construction sectors) will remain, particularly in regional communities.
- Opportunity to continue to provide a more cohesive and comprehensive plan for tackling critical skills and labour shortages.

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- Opportunity to build on existing State Growth functions, including skills and training and Jobs Tasmania, and existing relationships with industry including work with the manufacturing sector to

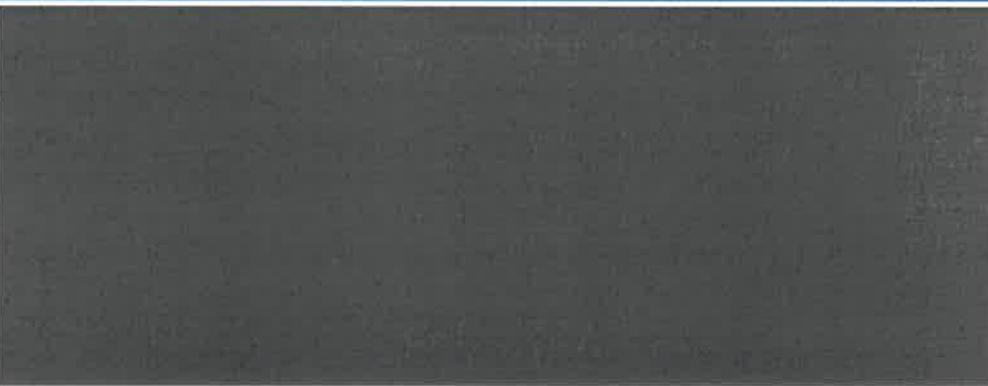
drive innovation and productivity improvements. State Growth also has existing relationships with relevant Australian Government departments and Jobs and Skills Australia.

Recommended Approach

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Issues Brief

Workforce, Skills and Jobs



Impacts or Outcomes

- Confidence to the community and industry that this critical issue is being managed, particularly in terms that matter to them (ie my community, my children's future, my business/project).
- Increased certainty for the workforce, community and sustainability of government services and infrastructure.
- Increased confidence for business to invest in Tasmania and for young people to be able to stay, learn and work.
- Sustained economic growth in Tasmania.
- Lifting economic participation and productivity across regions, industry and different cohorts.

Issues Brief

Highly Pathogenic Avian Influenza (HPAI)

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Outline

- High Pathogenicity Avian Influenza (HPAI) is caused by a highly contagious virus that has many versions or strains. These strains are constantly changing and are considered either high or low pathogenicity avian influenza.
- The HPAI viruses are highly contagious for birds. The recent outbreaks of the H7 strain in Victoria, New South Wales and the Australian Capital Territory are examples of where outbreak occurred but did not historically affect wild birds or mammals. H7 is considered eradicable in poultry.
- A new strain of HPAI (H5 bird flu) is confirmed as causing significant illness and death in poultry, wild birds and mammals, with its presence confirmed on several subantarctic islands in the southern Indian Ocean. H5 is not eradicable in wildlife. While H5 is not reported in Australia or New Zealand, a high level of vigilance in Tasmania is required.
- The threat of a H5 bird flu outbreak in Tasmania is considered high, and the virus may be detected at any time.
- Previous Tasmanian Liberal Governments and Tasmanian Government agencies have significant emergency management experience resulting from natural disasters and the COVID pandemic and are well placed to prepare the Tasmanian community and respond when necessary.
- The Department of Natural Resources and Environment Tasmania (NRE Tas) has developed and publicly released a Tasmanian Avian Influenza Readiness and Response Plan which outlines how the Tasmanian community can prepare for and assist with a H5 bird flu emergency response.

Risk or Opportunity

- The H5 bird flu virus is known to kill a large range of birds and mammals with the potential impacts on Tasmanian poultry, kept birds and wildlife being very significant. It is a risk to some critical species, such as the Tasmanian Devil and Orange Bellied Parrot, and specific planning for captive populations has been undertaken.
- The likelihood of humans becoming infected is low as current strains of H5 bird flu circulating overseas do not appear to transmit easily to or between humans. There is nationally consistent prevention advice for people handling sick or dead birds or other animals.
- Although a low risk, from 2003 to July 2025 there have been 986 confirmed human cases of avian influenza A (H5N1) worldwide, with 473 deaths, resulting in a case fatality rate of 48 per cent. There has been one reported case of a human contracting the H5N1 bird flu strain in Australia, however this was contracted overseas and the person fully recovered.
- Any outbreak of H5 bird flu in Tasmania is therefore likely to raise significant community concerns and impact work health and safety (including psychosocial safety). Producers will need to factor this impact into meeting their obligations to provide safe systems of work and to mitigate the risk of transmission.
- Additionally, this form of exotic animal disease is expected to challenge previously established National Biosecurity response arrangements and will require coordination and a national approach to support a jurisdictional response.

Issues Brief

Highly Pathogenic Avian Influenza (HPAI)

Key Next Steps

- NRE Tas is currently finalising a whole of agency HPAI Response Plan to use in the event of a H5 bird flu outbreak. The Response Plan will include a Wildlife Management Response Framework.
- Biosecurity Tasmania is supporting commercial poultry producers to each develop detailed HPAI response and preparedness plans.
- The efforts to prepare and upskill NRE Tas staff, along with industry and community stakeholders for this significant threat are of high importance and ongoing.
- The Department of Premier and Cabinet (DPAC), in consultation with other agencies, has commenced planning for HPAI recovery in the event of an H5 bird flu outbreak, both in commercial poultry and/or wildlife, and if public health is affected.
- The Department of Justice (DoJ)'s WorkSafe Tasmania has developed a Compliance Program in collaboration with NRE Tas to reduce the impact of H5 bird flu on Tasmania's bird wildlife and poultry industries. The Program aims to ensure that workplaces at risk of H5 bird flu have adequate controls to mitigate the risks to workers and others at the workplace. It will target commercial poultry farming, agriculture and livestock, wildlife and conservation businesses.

Recommended Approach

- Preparedness to continue through established governance via the HPAI Steering Committee which includes representation

from NRE Tas, DPAC, DoJ, the Department of Health (DoH), the Department of Police, Fire and Emergency Management and the Environment Protection Authority.

- Should a H5 bird flu emergency response be triggered, Tasmania will likely employ a whole-of-government approach, including all Tasmanian emergency response agencies and Australian, state and local governments.
- NRE Tas to continue working with all key stakeholders including poultry industries, backyard poultry, other kept bird owners, and sectors associated with wildlife to ensure suspicious cases are immediately investigated and tested if appropriate.
- NRE Tas to maintain collection and monitoring of wild waterfowl samples for any avian influenza viruses already circulating. This is undertaken through the National Avian Influenza Wild Bird Surveillance Program, administered by Wildlife Health Australia, and funded by the Australian Government Department of Agriculture, Fisheries and Forestry.
- Continue biosecurity preparedness activities as funded through the Australian Government \$12 million boost for state and territory biosecurity response capabilities, and to deliver a HPAI H5N1 Protected Species and Places Preparedness Project partnering with the Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW), with DCCEEW providing \$300,000 in funding.
- Biosecurity Tasmania is currently checking 100 per cent of all live imported kept birds intercepted at the border, and takes appropriate action to protect Tasmania in relation to any kept birds that have travelled through any controlled or restricted area, where there have been outbreaks of H7 in commercial poultry.

Issues Brief

Highly Pathogenic Avian Influenza (HPAI)

Impacts or Outcomes

- An outbreak of H7 or H5 bird flu in commercial poultry would have a significant impact on the local production of chicken (meat and eggs) and associated economic impacts to industry, workers and the public. An emergency response in poultry would aim for eradication, which would mean destruction of flocks. The response would be managed under national arrangements, specifically the Emergency Animal Disease Response Agreement (EADRA). The EADRA is a national agreement between the Australian and state governments and various livestock industries and covers the management and funding of response to emergency animal disease incidents.
- Under the EADRA, cost sharing is applied for an incident and covers categories such as reimbursement of direct costs of salaries and wages for the incident, additional operating expenses, and compensation for the owner of livestock that is destroyed, and, in some cases, a second payment for restocking. Compensation for loss of revenue is not covered under the EADRA. The EADRA only applies to commercial livestock, not wildlife.
- Impacted wildlife will likely be zoos, wildlife rehabilitators and the tourism sector, including parks and reserves. Tasmania is a signatory to the National Management Agreement that will enable cost sharing of risk mitigations arising from wildlife infected with the H5 bird flu, such as those to limit impacts on human health, animal health and welfare, conservation of native species and social amenity.
- Other sectors will likely be impacted, including recreational hunting and Aboriginal cultural muttonbirding.
- Impacts to humans is a critical concern that would be managed through State Emergency Preparedness planning in partnership with DoH, including timely and appropriate key messages to manage adverse impacts.

Decisions for Premier

Critical Decisions and Actions – First 30 Days

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What	When
• Determine administrative arrangements – Ministry, Portfolios, Parliamentary Secretaries, agency structures	Done
• Consider swearing in of ministry and date of reopening of Parliament	Done
• Preparation for Parliament including Commissioning/Opening and Ministerial Statement by Premier	Week 1
• 2025-26 Budget Development Process and Budget Day (Premier and Treasurer)	Week 1
• Develop Cabinet and ExCo Meeting Schedule for 2025	Week 1-2
• Authorise Previous Cabinet Decisions – Legislation - Reconfirmation	Week 1-2
• CAF Chair arrangements	Week 1-2
• Macquarie Point Multipurpose Stadium - Confirm approach and timing for Cabinet and Parliament consideration	Week 1
• Endorsement of Tasmania's application for funding from the Australian Government's Disaster Ready Fund	Week 1
• Wage Negotiations 2025 - Endorsement of Government Wages Principles to respond to Union Logs of Claim	Week 2

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Election Commitments

Likely to require Cabinet approval

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Issues Brief

Election Commitment Monitoring

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Outline

- The Department of Premier and Cabinet (DPAC) has coordinated a whole-of-government process for agencies to provide preliminary analysis of election commitments. An overview of the election commitments is attached.
- DPAC has a central system for recording election commitments, which subsequently forms the basis for reporting on the delivery of the Government's commitments.
- DPAC has allocated these commitments to agencies and will work with those agencies, for regular reporting to you on the progress of implementing your commitments.
- The majority of election commitments have been sourced from official releases made available on the party's website; however some have also been identified through media monitoring.
- The commitments you made, in some instances, have been disaggregated into components to reflect agencies responsible for delivery.
- The commitments requiring a Cabinet decision or legislative changes have been identified, to inform a forecast cabinet agenda and potential legislative program. DPAC will assist in those processes.

Risk or Opportunity

- At a high-level, agencies have identified steps that need to be worked through in implementing the commitments. These include: time to deliver; resources to deliver; regulation required; and stakeholder concerns.

- Agencies will work with relevant Ministers to clarify specific details such as expected delivery timelines, budget considerations and operational matters.
- DPAC will also work with agencies to support the delivery of election commitments, with a focus on your key priorities and those commitments require work between and across departments.

Key Next Steps

- DPAC will work with your Chief of Staff to develop an agreed reporting structure to track implementation progress of election commitments.
- DPAC is ready to also work with your Chief of Staff to understand and assist in delivery of your key priorities as Premier.

Election Commitments - Liberal

This report includes the election commitments that have been captured as part of the coordinated tracking process.

Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0004	Open new BreastScreen clinic in Kingborough	Open new BreastScreen clinic in Kingborough, offering free breast screening for eligible Tasmanians.	Building an even better health system	DoH		
25 - 0006	Expanded hydrotherapy pool access for patients on the North West	\$62.5 million investment in the new North West Support School (NWSS) campus in Devonport includes two new hydrotherapy pools and upgrades to the Burnie campus. Construction will start in 2026.	Building an even better health system	DoH		
25 - 0008	The Bubble: expanding access to women's health care in the North	Invest in The Bubble, a specialist women's health clinic in the North, expanding services following the recent addition of a surgical robot at Launceston General Hospital. The clinic offers essential services, including antenatal care, pelvic health, gynaecological treatments, and menopause management.	Building an even better health system	DoH		
25 - 0014	Supporting Tasmanian families on their IVF journey	Assist 2,500 Tasmanian women with out-of-pocket costs associated with In Vitro Fertilisation (IVF), other assisted reproductive technology treatments, or fertility preservation services. Will provide a subsidy up to \$2,000 to support women on their journey to motherhood and to ensure more equitable access.	Building an even better health system	DoH		
25 - 0015	Statewide expansion of Youth Mental Health program	Expand Youth Mental Health program statewide, with a new child and youth mental health team working with young people aged 16 to 25 with severe and complex mental health needs, in partnership with families, schools and community networks. It follows a trial in the South.	Building an even better health system	DoH		
25 - 0027	Lobby the Federal Labor Government to subsidise Non-Invasive Prenatal Testing	Lobby the Federal Labor Government to subsidise Non-Invasive Prenatal Testing. This blood test, which screens for certain conditions in a developing baby, currently costs women around \$500, with no Medicare rebates.	Building an even better health system	DoH		
25 - 0039	Draft new, contemporary legislation to regulate medicines in Tasmania	Draft new, contemporary legislation to regulate medicines in Tasmania, allowing appropriate access while protecting public health and safety.	Building an even better health system	DoH		
25 - 0176	Restore Graduate Diploma of Midwifery at UTAS	The Graduate Diploma of Midwifery will be restored at the University of Tasmania. It will include a residential program to grow and retain a home-grown midwifery workforce in the State.	Building an even better health system	DoH		
25 - 0470	Open new BreastScreen clinic in Devonport	Open new BreastScreen clinic in Devonport offering free breast screening for eligible Tasmanians.	Building an even better health system	DoH		
25 - 0481	D-Esc virtual reality training to improve dementia care	Provide Tasmanian Health Service staff with virtual reality training through Dementia Australia's D-Esc program.	Building an even better health system	DoH		
25 - 0704	Investment in urgent care centre in Legana	A boost to health care in the North will be made possible with an investment in an Urgent Care Centre in Legana - the Legana Health Hub. Discussions are also underway to provide co-located radiology services (CT/X-ray/USG), which will boost health services in the north and further relieve pressure on the Launceston General Hospital and our ambulance services.	Building an even better health system	DoH		
25 - 0845	Bicheno Medical Centre	\$500,000 capital works at Bicheno Medical Centre on East Coast.	Building an even better health system	DoH		
25 - 0889	Additional vehicles for Community Transport Services Tasmania (CTST) in northwest and west Tasmania	Invest in three additional vehicles for Community Transport Services Tasmania (CTST), providing access for another 4,000 trips each year to help Tasmanians access healthcare treatment. Additional funding of \$305,000 per year over three years will be provided.	Building an even better health system	DoH		
25 - 0890	CT scanner and associated infrastructure West Coast Regional Hospital	A new CT scanner and associated infrastructure will also be installed at the West Coast Regional Hospital.	Building an even better health system	DoH		
25 - 0891	Further paramedics are set to be deployed to the West Coast and Circular Head regions	Employ three additional paramedics in Smithton and upgrade the Smithton Ambulance Station to a double branch station, with a paramedic rostered on 24/7. Two community paramedics will be in place in Queenstown by the end of 2025, with Smithton to follow in 2026.	Building an even better health system	DoH		
25 - 0914	Advocate for Gidget House in North west	Continue to strongly advocate to the Australian Labor Government for a Gidget House presence in the North-West, and in the meantime, North West women and families can access Gidget's telehealth services with a referral from their GP.	Building an even better health system	DoH		
25 - 0951	Dental clinic at the Dover Medical Centre	Government will partner with the Royal Flying Doctor Service (RFDS) Tasmania to deliver a fully equipped dental clinic at the Dover Medical Centre. Will include a dental chair, X-ray machine, sterilisation units, and other essential instruments.	Building an even better health system	DoH		
25 - 1003	Streamline MRT's exploration and mining lease approvals	Streamline MRT's exploration and mining lease approvals in consultation with industry to address delays.	Building an even better health system	DSG		
25 - 1008	Three assisted living facilities in the North, North West and South	Undertake an EOI for aged care providers to construct and operate three assisted living facilities in the North, North West and South on greenfield Government-owned land.	Building an even better health system	DoH		
25 - 1009	Expand Care@home service	Invest \$16 million to expand Care@home service, for older Tasmanians to receive expert care in their own home.	Building an even better health system	DoH		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 1012	Extend the Ticket to Wellbeing Program	Double the Ticket to Wellbeing Program from 2026-27, and extend it a further two years to 30 June 2028.	Building an even better health system	DSG		
25 - 0026	Flinders Island Airport Upgrades	Flinders Island Council will receive \$320,000 for necessary airport upgrades to complete the first stage of a two-stage improvement plan, which includes modernising the airport's electrical system, installing new lighting and constructing a new operations office.	Our strong plan for a stronger economy	DSG		
25 - 0151	Increase tourism marketing budget	Investing an additional \$38 million into tourism marketing funding over the next four years, as included in the 2025-26 Budget.	Our strong plan for a stronger economy	DSG		
25 - 0167	SkyBus in Launceston	Launch of a 12-month trial of SkyBus services in Launceston 'as soon as possible'. Funding will be delivered through "Transport Services" allocation included in the 2025-26 Budget.	Our strong plan for a stronger economy	DSG		
25 - 0173	Protecting Tasmania's Interests in the Marinus Project	A re-elected Liberal Government will secure the benefits of the Marinus interconnector without additional cost to Tasmanians. Tasmania will only proceed if the project delivers lower power prices, shields directly connected customers from transmission impacts, protects consumers, provides clear economic and financial benefits, and requires no further funding from Tasmanian taxpayers.	Our strong plan for a stronger economy	DSG		
25 - 0426	Reforming trade waste framework	Trade waste legislative and regulatory frameworks will be reformed. Direct consultation will be conducted with TasWater, major trade waste producers, the Tasmanian Chamber of Commerce and Industry and AlGroup.	Our strong plan for a stronger economy	NRET		
25 - 0581	AI Factory Zone in Northern Tasmania	Establishment of a world-leading AI Factory Zone in Northern Tasmania.	Our strong plan for a stronger economy	DSG		
25 - 0603	Maintain Tasmania's Strong Credit Ratings	Sustain the State's existing Aa2 (Moody's) and AA+(S&P) credit ratings across the Forward Estimates.	Our strong plan for a stronger economy	DTF		
25 - 0604	Return to Budget Balance	Constrain general government operating expense growth to below the long-term average growth in the economy and revenues, while returning the General Government Sector net operating balance to an underlying surplus within four years and achieving an overall fiscal surplus over the following six years.	Our strong plan for a stronger economy	DTF		
25 - 0605	Management of Interest and Superannuation Expenditure	Target the lowering of the ratio of General Government Sector interest and defined benefit superannuation payments to less than seven per cent of General Government Sector total receipts over the next five years.	Our strong plan for a stronger economy	DTF		
25 - 0606	Debt Management	Target the return over the next 10 years of General Government Sector net debt below eight per cent of Gross State Product (GSP) and Total Public Non-Financial Sector net debt below 12 per cent of GSP.	Our strong plan for a stronger economy	DTF		
25 - 0607	Sustain Infrastructure Investment	Ensure sustainable infrastructure investment through a focus on productive, intergenerational assets and at levels at least equivalent to depreciation.	Our strong plan for a stronger economy	DTF		
25 - 0608	Sustain a Competitive Tax Environment	Sustain Tasmania's low-tax regime – no new or increased taxes, and state taxes to remain efficient, fair, simple and stable.	Our strong plan for a stronger economy	DTF		
25 - 0609	Reform Government-owned Businesses	Ensure that government-owned businesses deliver outcomes consistent with the Tasmanian Liberal Government's policy objectives, deliver services to Tasmanians at the lowest sustainable cost while growing our economy, and constructively engage with businesses and the community. A suite of reforms is proposed to be introduced to:	Our strong plan for a stronger economy	DTF		
		<ul style="list-style-type: none"> - Require gateway reviews for specific projects (including projects over \$200 million); - Facilitate reports on Executive performance, and for Ministers to request an independent review of Board performance; - Provide mechanisms for Ministers to intervene in instances of poor performance; - Require government businesses to have more robust, comprehensive and contemporary community service obligations; - Provide options for assurance reviews undertaken by independent experts, or a performance review undertaken by the Auditor-General; - Include targets for 50 per cent Tasmanian representation on all government business boards; - Other structural reforms to ensure that the owners of the businesses – the Tasmanian community – are at the top of their organisational charts. 				
25 - 0610	Sustainable Public Sector	Improve the provision of services to the community through the delivery of more frontline services and improved public sector productivity through careful and transparent management of full-time equivalent growth.	Our strong plan for a stronger economy	DPAC		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0611	Improve Budget Transparency and Community Access	We will improve budget transparency and community access to relevant budget information through: - improved analysis and forecasts for the Budget Papers; - the inclusion of a breakdown of the difference between the final outcome for the net operating and fiscal balances in terms of "policy decisions" and "parameter variations" in the Treasurer's Annual Financial Report; - the inclusion of 10-year projections of key fiscal metrics (including net operating balance, fiscal balance, cash balance, net debt, and other measures), and long-term historical time series on similar metrics, include in Budget Paper 1 and the Revised Estimates Report; - publishing the data that supports the tables presented in Budget Paper 1 and the Revised Estimates Report so that it is available to the public; - improved specification and quantification (where possible) of the budget risks outlined in Budget Paper 1; - schedule and implement the discontinuation of the Preliminary Financial Outcomes Report; and - publication of the Revised Estimates Report in December (or earlier).	Our strong plan for a stronger economy	DTF		
25 - 0612	Improve Fiscal accountability through proposed amendments to the Charter of Budget Responsibility Act 2007	Improve Fiscal accountability through proposed amendments to the Charter of Budget Responsibility Act 2007.	Our strong plan for a stronger economy	DTF		
25 - 0613	Investigate and establish a Parliamentary Budget Office	Improve Fiscal accountability through the investigation and establishment of a Parliamentary Budget Office.	Our strong plan for a stronger economy	DTF		
25 - 0614	Have Public Accounts Committee investigate enhancement of Tasmanian Audit Office	Improve fiscal accountability through the facilitation of an investigation by the Public Accounts Committee with the objective of the enhancement of the independence of the Tasmanian Audit Office – including through the implementation of best-practice models from other jurisdictions.	Our strong plan for a stronger economy	DTF		
25 - 0671	Making it easier to hold events in Tasmania	Streamline the application and approval process, reducing red tape and making it easier to hold events in Tasmania.	Our strong plan for a stronger economy	DSG		
25 - 0672	Integration of signature demand driving events with Tourism Tasmania	Integration of signature demand driving events with Tourism Tasmania	Our strong plan for a stronger economy	DSG		
25 - 0673	Recommit to our Spirit Support package in its entirety; including the Eat Local, Stay Local initiative	Recommit to our Spirit Support package in its entirety; including the Eat Local, Stay Local initiative.	Our strong plan for a stronger economy	DSG		
25 - 0674	Continue to fund the Tasmanian Hospitality and Tourism Academy	Continue to fund the Tasmanian Hospitality and Tourism Academy, a proven government-industry partnership.	Our strong plan for a stronger economy	DSG		
25 - 0675	Harness the Waste Levy for industry innovation and sustainability that will harness our competitive strengths in the hospitality sector	Harness the Waste Levy for industry innovation and sustainability that will harness our competitive strengths in the hospitality sector.	Our strong plan for a stronger economy	NRET		
25 - 0676	Continue our work with the Australian Government on DAMA	Continue our work with the Australian Government on a negotiated Designated Area Migration Agreement (DAMA) to provide Tasmanian employers with better visa options to attract the Working Holiday Maker Visa market.	Our strong plan for a stronger economy	DSG		
25 - 0918	Agriculture career coach	Continue to invest in attracting the next generation into agriculture, funding an Agricultural Career Coach with TasFarmers, and delivering the Agriculture Industry Skills Compact, farm-based education programs in schools and industry-led training pathways.	Our strong plan for a stronger economy	NRET		
25 - 0919	Agricultural Research and Development Fund	Back farmer-led innovation, research and on-farm solutions with an additional \$1.5 million for the Agricultural Research and Development Fund, as was included in our 2025-26 Budget.	Our strong plan for a stronger economy	NRET		
25 - 0922	Key worker housing program for tourism and hospitality staff	Deliver a key worker housing program for tourism and hospitality staff in regional and remote areas. "This will focus on attracting and retaining staff in areas where housing supply is challenging, with Homes Tasmania and industry stakeholders playing a key role."	Our strong plan for a stronger economy	DSG		
25 - 0952	Integrate Tourism Tasmania and Events Tasmania	Integrate Tourism Tasmania and Events Tasmania to create a high-performing, future focused entity that drives year-round visitor, fills off-season gaps and secures demand driving events like concerts, sporting blockbusters, major festivals, and delivers greater coordination and efficiency.	Our strong plan for a stronger economy	DSG		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0953	Westbury BioHub Project	Invest up to \$12.5 million towards the nation-leading Westbury BioHub Project through the Fund. This is a renewable gas project that will convert 36,000 tonnes of organic waste into biomethane each year, replace 12,000 tonnes of fossil fertiliser, and support up to 200 direct and indirect jobs across Northern Tasmania.	Our strong plan for a stronger economy	NRET		
25 - 0954	Repurpose Treasury Building - open market process	A multi-stage public process (transparent and open market) will be undertaken to attract proposals that will transform the site into a vibrant and publicly accessible destination. Focus on heritage preservation, economic impact, public accessibility. Assessment of investment proposals to be completed by end of 2025.	Our strong plan for a stronger economy	DTF		
25 - 0955	Redevelop Southern Waster Solutions Copper & Lutana	Through the Fund, we will also invest up to \$1 million in the \$100 million redevelopment of Southern Waste Solutions' Copper and Lutana sites. This will enable advanced waste recovery, clean energy generation and high-value soil products, with strong industry co-investment.	Our strong plan for a stronger economy	NRET		
25 - 0956	Repurpose Treasury Building - legislation	New legislation, if required, to support title creation and certainty for proponents will be delivered by June 2026.	Our strong plan for a stronger economy	DTF		
25 - 0957	Wilkinsons Point	A re-elected Tasmanian Liberal Government will deliver on its commitment to unlock the \$500 million private investment opportunity at Wilkinsons Point.	Our strong plan for a stronger economy	DSG		
25 - 0958	Require Hydro to partner with renewable energy generators	Drive new energy generation in Tasmania by requiring Hydro Tasmania to partner with new variable renewable energy generators to bring on at least 500MW of new generation in Tasmania by 2030.	Our strong plan for a stronger economy	DSG		
25 - 0959	Work with major industrials	Continue to work with our major industrial businesses to preserve baseload demand and avoid price shocks or market distortions that would impact jobs and investment.	Our strong plan for a stronger economy	DSG		
25 - 0960	Create Economic Diversification and Investment Strategy	Hydro Tasmania to work with the Tasmanian Development Board to support the creation of our Economic Diversification and Investment Strategy with view of leveraging energy as an economic enabler.	Our strong plan for a stronger economy	DSG		
25 - 0961	Cut red tape for private power connections Related: 25-1126	Cut red tape for private power connections by requiring TasNetworks to bear the administrative responsibility of managing regulatory requirements for private connections to the grid.	Our strong plan for a stronger economy	DSG		
25 - 0962	Introduce legislation requiring a two-thirds super-majority of Parliament before any future government can consider privatisation	Introduce legislation requiring a two-thirds super-majority of Parliament before any future government can consider privatisation.	Our strong plan for a stronger economy	DTF		
25 - 0963	Develop a Renewable Energy Community Benefit Scheme	Develop a Renewable Energy Community Benefit Scheme. Ensure new renewable projects share their benefits with host communities through an opt-in scheme, allowing local investment in infrastructure, services and energy equity.	Our strong plan for a stronger economy	DSG		
25 - 0964	Establishment of Green AI Factory Zone	A re-elected majority Liberal Government will back the establishment of the world's first Green AI Factory Zone in Northern Tasmania, led by Australian company Fimius.	Our strong plan for a stronger economy	DSG		
25 - 0965	Advance the development of a Tasmanian Biodiversity Offsets Policy and associated Fund	Advance the development of a Tasmanian Biodiversity Offsets Policy and associated Fund, tailored to our unique environmental context, to deliver enhanced environmental outcomes, attract investment and support vital research. The Policy will be negotiated with the Australian Government to streamline environmental approvals and embed Tasmania's interests. Particularly in relation to bilateral assessment processes and renewable energy project targets, while ensuring real biodiversity gains.	Our strong plan for a stronger economy	NRET		
25 - 0967	Finalise an Infrastructure Priority List	Finalise a comprehensive, statewide Infrastructure Priority List to help guide strategic investment, inform budget allocation and support ongoing engagement with AusGov on nationally significant projects.	Our strong plan for a stronger economy	DSG		
25 - 0968	\$1.5 million through Sustainable Marine Research Collaboration Agreement	We will provide increased funding to support the independent science that underpins management of our iconic fisheries and aquaculture sectors through the Sustainable Marine Research Collaboration Agreement. Allocation of additional \$1.5 million over four years is included in the 2025-26 budget.	Our strong plan for a stronger economy	NRET		
25 - 0969	Infrastructure Tasmania to lead strategy	Lead the development of a long-term state infrastructure strategy with a clear and transparent pipeline of projects giving industry and investors confidence to plan and invest.	Our strong plan for a stronger economy	DSG		
25 - 0973	Regular feedback loop between government and business	Embed a regular feedback loop between government and business to inform policy development, identify red tape and ensure business needs are central to our economic agenda.	Our strong plan for a stronger economy	DSG		
25 - 0974	Changes to structure and focus of public service	Strengthening ministerial and departmental reporting lines particularly within the Department of State Growth to improve coordination and responsiveness	Our strong plan for a stronger economy	DSG		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0975	Tasmania's 2030 Economic Future Act	Introduce Tasmania's 2030 Economic Future Act by the end of 2025, to streamline approvals, unlock investment and secure Tasmania's economic future.	Our strong plan for a stronger economy	DSG		
25 - 0977	Abolish Foreign Investor Duty Surcharge in certain cases	Abolish Foreign Investor Duty Surcharge for foreign purchasers who build and sell new homes to Tasmanians within a set timeframe.	Our strong plan for a stronger economy	DTF		
25 - 0978	Invest in the Tamar Irrigation Scheme	Invest in the Tamar Irrigation Scheme to unlock Federal Government support for a combined irrigation and industrial scheme that will increase water available to farmers and provide green hydrogen to Bell Bay, subject to a positive business case.	Our strong plan for a stronger economy	NRET		
25 - 0979	Rights for long-term caravan park residents	Introduce legislation within first 200 days to provide clear legal rights and protections for long-term caravan park residents.	Our strong plan for a stronger economy	DoJ		
25 - 0981	Delivering more homes faster - RTIs from councils	Limit the number and timing of Requests for Information from councils to ensure a faster and simpler planning process.	Our strong plan for a stronger economy	DSG		
25 - 0983	Delivering more homes faster - Regional Land Use Strategies	Bring the finalisation of the updated Regional Land Use Strategies in-house to accelerate completion and unlock coordinated, region wide land use planning.	Our strong plan for a stronger economy	DSG		
25 - 0984	Delivering more homes faster - plumbing certifications	Allow licensed plumbers to self-certify work in new standalone homes to cut delays without compromising safety.	Our strong plan for a stronger economy	DoJ		
25 - 0985	Facilitate access to the Tasmanian Government Radio Network	Facilitate access to the Tasmanian Government Radio Network (TasGRN) for private estate owners for seasonal emergency periods, ensuring all parts of the forestry sector are connected and prepared during bushfire emergencies.	Our strong plan for a stronger economy	DPFEM		
25 - 0987	Delivering more homes faster - councils to fast-track rezonings	Legislate to give councils new powers to fast-track rezonings in nominated growth areas, halving current timeframes.	Our strong plan for a stronger economy	DSG		
25 - 0988	Supporting workforce participation - backing initiatives	Continue to back practical on the ground initiatives like 26TEN, Area Connect, local Jobs Hubs and Transition to Independence	Our strong plan for a stronger economy	DSG		
25 - 0989	Supporting workforce participation - supporting social enterprises	Support innovative social enterprises like Hamlet and Troublesmiths that provide real pathways for people from all backgrounds to find purpose through work.	Our strong plan for a stronger economy	DSG		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0990	Supporting workforce participation - public transport	Continue to invest in public transport and rehabilitation services, ensuring that if Tasmanians want to work, they have the tools and support they need to do so.	Our strong plan for a stronger economy	DSG		
25 - 0991	Supporting workforce participation - Participation Taskforce	Support the work of the Participation Taskforce established by the TCCI and collaborate with stakeholders on a clear target to increase Tasmania's participation rate to at least the national average.	Our strong plan for a stronger economy	DSG		
25 - 0992	Supporting workforce participation - childcare access and affordability	Actively explore further reforms to childcare access and affordability, to remove one of the most persistent barriers to participation, particularly for women and young families.	Our strong plan for a stronger economy	DSG		
25 - 0993	Trade Ready Tasmania - funding to implement initiatives	\$3 million over two years to implement industry-identified initiatives that grow exports and create jobs.	Our strong plan for a stronger economy	DSG		
25 - 0995	Trade Ready Tasmania - International Business Network	Expanded use of the International Business Network to shape market entry strategies and identify opportunities in key markets like Southeast Asia, North Asia and the US.	Our strong plan for a stronger economy	DSG		
25 - 0996	Legislative changes for mining	Continue our work to implement targeted changes to the Environmental Management and Pollution Control Act 1994 and the Land Use Planning and Approvals Act 1993. We will introduce amended legislation by the end of 2025.	Our strong plan for a stronger economy	NRET		
25 - 0997	Update the Mineral Resources Regulations 2016 by mid-2026	Update the Mineral Resources Regulations 2016 by mid 2026 to reflect modern industry practices, reduce compliance burden and enable more strategic use of royalty receipts to support industry growth and social licence.	Our strong plan for a stronger economy	DSG		
25 - 0998	Trade Ready Tasmania - TradeStart program	New support to upskill local businesses to become export-ready through targeted training, mentoring and the TradeStart program.	Our strong plan for a stronger economy	DSG		
25 - 0999	Trade Ready Tasmania - elevating Tasmanian brand	Focus on elevating the TASMANIAN brand as a mark of premium quality, provenance and authenticity. By championing products that are proudly 'Made in Tasmania' to strengthen market position, support premium brand recognition and unlock higher price points both domestically and internationally.	Our strong plan for a stronger economy	DSG		
25 - 1001	Amend the Mineral Resources Development Act	Amend the Mineral Resources Development Act to remove Mineral Resources Tasmania (MRT) oversight from private quarries, where the landowner already manages risk which will reduce red tape and unlock much needed resources for key projects. Consultation will commence this year on amending the Act.	Our strong plan for a stronger economy	DSG		
25 - 1002	Tasmanian Development Board expansion - retain and reinvestment of revenue streams	Enable the Board to retain and reinvest its own revenue streams (such as loan interest earnings) into future strategic projects and industry development initiatives.	Our strong plan for a stronger economy	DSG		
25 - 1004	Tasmanian Development Board - expansion of powers	Expand the Board's powers, including the ability to: » Enable delivery of its strategic agenda. » Acquire, hold and develop land for economic or industrial development. » Accelerate priority project delivery through Tasmania's 2030 Economic Future Act.	Our strong plan for a stronger economy	DSG		
25 - 1005	Tasmanian Development Board expansion - co-investing	Leverage the Board's equity and lending powers to co-invest in transformational private sector projects and de-risk new industry entrants.	Our strong plan for a stronger economy	DSG		
25 - 1006	Tasmanian Development Board expansion - update corporate plan	Update the Board's Corporate Plan to embed a stronger focus on investment attraction, diversification and measurable job creation.	Our strong plan for a stronger economy	DSG		
25 - 1059	Funding for Party in the Paddock for next two years	\$1.5 million funding package for Party in the Paddock at Quercus Park. The funding package will secure the event to 2027. It includes \$500,000 for fire system upgrades at Quercus Park, which also hosts Agfest.	Our strong plan for a stronger economy	DSG		

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Primary	Commitment + Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 1062	Continue to deliver Tasmanian Defence Strategy 2029	Defence Industry Strategy 2029, with \$2.1 million committed to help Tasmanian businesses access defence supply chains and global markets. Key initiatives include: - Targeted grants including the Advanced Manufacturing Productivity Program and Defence Industry Tender Support Program. - Funding ICN Tasmania to link local suppliers with major infrastructure and defence projects. - Tailored support for manufacturers, including business engagement and Insights into Excellence industry tours. - Strengthening local supply chains and building a future ready workforce through the Advanced Manufacturing Industry Skills Company. - Promoting Tasmanian capability through major industry events, trade missions and the appointment of a new Tasmanian Defence Advocate. - We're backing Tasmanian ingenuity and capability because it means more local jobs, stronger regions and a key role in delivering Australia's sovereign industrial future. - Reform outdated trade waste regulation to protect thousands of manufacturing jobs, support regional investment and ensure industry settings align with national standards and economic growth objectives.	Our strong plan for a stronger economy	DSG		
25 - 1111	Long term sustainable wood supply	Support productivity across the public estate by planting the right trees in the right places and maintaining access to sustainable wood supply for the long term.	Our strong plan for a stronger economy	DSG		
25 - 1112	Backing industry to grow Tasmania's economy	Preserve mixed-use access in the Tarkine, rejecting blanket lock-ups and recognising the long-standing coexistence of mining, forestry, energy support and tourism in the region.	Our strong plan for a stronger economy	NRET		
25 - 1183	Progress Tasmanian Home of Football Plan	Partner with Football Tasmania to progress their vision for a Home of Football, including six full-sized soccer pitches, four five-a-side pitches for all levels of community and elite football, as well as state-of-the-art women's and men's changerooms and training facilities. The investment in the Home of Football Blueprint will enable a site-specific feasibility study into Wentworth Park and initial design to proceed.	Our strong plan for a stronger economy	DSG		
25 - 1190	A Stronger Infrastructure Tasmania to Drive Jobs and Delivery	Consolidate infrastructure governance and delivery functions currently dispersed across departments, bringing project management expertise under one strategic body.	Our strong plan for a stronger economy	DSG		
25 - 0172	Co-location of Child and Family Learning Centre (CFLC) in Huonville	An additional \$5 million to the Huon Valley Council for its childcare centre to be co-located at Huon Valley Primary School. Additional funding to support the outreach service will be allocated from the new CFLC operational funding included in 2025-26 Budget.	Supporting our communities	DECYP		
25 - 0669	Basketball courts at Mowbray	\$18.8 million to build four additional indoor courts at the Northern Suburbs Recreation Hub site at Mowbray. The additional courts and parking spaces will be funded through a redistribution of existing funds from the 2024-25 budget.	Supporting our communities	DSG		
25 - 0712	Continued investment into youth diversionary programs	Continued investment into diversionary programs such as JCP Youth.	Supporting our communities	DECYP		
25 - 0716	Establish of a new Youth Hub in Glenorchy	Establish a new Youth Hub in Glenorchy.	Supporting our communities	DECYP		
25 - 0731	Update the Youth Justice Act	Update the Youth Justice Act with a view to adding diversion options, sentencing provisions, aggravating factors in sentencing and options for the practical application of <i>doli incapax</i> .	Supporting our communities	DECYP		
25 - 0732	Assisted Bail Program	Continue our design work on a \$3 million assisted bail program, including transition from the detention system and accommodation options.	Supporting our communities	DECYP		
25 - 0733	Ban sale of knives to under 18s	Ban the sale of certain knives and other edged weapons to young people under the age of 18, unless there is a lawful reason for the purchase, such as being an apprentice.	Supporting our communities	DPFEM		

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Primary	Commitment - Short Title	Commitment Detail	Theme	Lead Agency	Implementation Considerations	Agency Notes
25 - 0734	Increased Police presence in hotspots (Glenorchy and Launceston)	Continue to deliver an increased police presence, building on those in Glenorchy and Launceston, to tackle anti-social behaviour in hotspots.	Supporting our communities	DPFEM		
25 - 0875	Related: 172. Upgrade facilities to support CFLC outreach services across the Huon Valley	Up to \$3 million to upgrade facilities to support CFLC outreach services across the Huon Valley.	Supporting our communities	DECYP		
25 - 0908	Establish a Rural Crime Initiative	Our Rural Crime Initiative will see local police working alongside farming communities and developing strong connections to reduce crime, and will give landowners practical tools to safeguard their properties. Addressing - Theft and malicious damage to livestock, equipment, and property.	Supporting our communities	DPFEM		
25 - 0910	12-month taser trial	Recommit to our plan to roll out a 12-month trial of tasers for frontline officers, providing greater safety in high-risk situations.	Supporting our communities	DPFEM		
25 - 0912	Police equipment upgrades	Secure the permanent rollout of metal detection wands across the State, as well as additional body-worn cameras and upgrades to police protection vests.	Supporting our communities	DPFEM		
25 - 1015	Appoint a Minister for Ageing	Appoint a Minister for Ageing.	Supporting our communities	DPAC		
25 - 1057	New community basketball courts in New Town	This \$12.5 million investment will give thousands of junior basketballers a home base, so they can put down their phones, pick up a basketball and get active.	Supporting our communities	DSG		
25 - 1058	Community access to school courts	Open the doors of school courts to the public, adding over 70 extra community courts and hire two community liaisons to help set up bookings.	Supporting our communities	DECYP		
25 - 0007	Expansion of the ModHomes Program	Expanding ModHomes Program through Homes Tasmania to deliver an extra 200 homes.	Taking action on the cost of living and providing more housing options for Tasmanians	DSG		
25 - 0020	Increase in First Home Owners Grant	Eligible first home buyers who contract to build their first home will receive a \$30,000 grant – an increase from the current grant amount of \$10,000.	Taking action on the cost of living and providing more housing options for Tasmanians	DTF		
25 - 0028	Statutory timeframes for residential planning approvals	Residential planning applications will be required to be determined within 28 days, and discretionary applications within 42 days. Should the statutory timeframes not be met, residential development applications that comply with the planning scheme would be deemed approved.	Taking action on the cost of living and providing more housing options for Tasmanians	DSG		
		Partner with the Planning Institute of Australia, Local Government Association of Tasmania and the Property Council of Australia (Tasmania) and provide them with \$150,000 for the development of guidance and education materials.				
25 - 0178	Unlocking Housing in Urban Centres	Allow the building of more housing above shops and commercial premises in urban centres, by introducing targeted exemptions and making regulatory changes.	Taking action on the cost of living and providing more housing options for Tasmanians	DSG		
25 - 0179	Simplified process to add a Granny Flat or Extra Home	Simplifying the process for adding an extra home or granny flat on owned block of land by increasing the size restrictions within the Tasmanian Planning Scheme from 60m ² to 90m ² .	Taking action on the cost of living and providing more housing options for Tasmanians	DSG		

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Election Commitments - SFF & Elected Independents

Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0230	Trout Fish Tasmania	Provide \$25 million to the Inland Fisheries Service to update hatchery facilities, undertake large-scale habitat restoration, expand stocking programs, fund research and promote Tasmania globally as a premier trout fishing destination.	Shooters, Fishers and Farmers		NRET		
25 - 0615	Establish a Regional Commission	Establish a Regional Commission representing rural industries, community groups and emergency volunteers to directly inform government policy.	Shooters, Fishers and Farmers		NRET		
25 - 0619	De-centralise/restore NRET Offices	De-centralise/restore NRE Tas Offices to provide local access in key rural towns including Scottsdale, Queenstown and Triabunna.	Shooters, Fishers and Farmers		NRET		
25 - 0620	Freeze Rural Council Charges on Farmland	Ensure no new council rates, waste levies or fire service fees on active agricultural land without corresponding direct services.	Shooters, Fishers and Farmers		DPAC		
25 - 0621	Diesel Rebate for Primary Producers	Work with the Federal Government to expand diesel excise fund scheme to small farmers, fishers and aquaculture operators.	Shooters, Fishers and Farmers		NRET		
25 - 0622	Increase Investment in Mobile Black Spots	Double state investment in mobile coverage fixes for rural and emergency prone areas, focusing on SMS alerts and data access.	Shooters, Fishers and Farmers		DSG		
25 - 0623	\$50 million to Upgrade Key Freight Routes	Allocate \$50 million over four years to upgrade key freight routes critical to agriculture, forestry and regional economies with projects to be prioritised in partnership with local government.	Shooters, Fishers and Farmers		DSG		
25 - 0624	Farm Energy Grants	Provide grants of up to \$50,000 per property, prioritising off-grid and fringe-grid farms for solar, battery storage and energy-efficient irrigation upgrades.	Shooters, Fishers and Farmers		DSG		
25 - 0625	Household Energy Rebate	Facilitate group-buy schemes to reduce costs. \$150 per eligible household to reduce the cost of living.	Shooters, Fishers and Farmers		DSG		
25 - 0626	Firearms Licensing and Management	Guarantee licence renewal and processing within 30 days.	Shooters, Fishers and Farmers		DPFEM		
		Provide \$500 rebates for approved firearm safes and security systems to encourage responsible storage.					
		Reform the Firearms Act so that the Minister for Police has final responsibility for firearm legislation.					
25 - 0627	Remove feral cats	Provide \$20 million in targeted council and NRM grants to remove feral cats and protect native species.	Shooters, Fishers and Farmers		NRET		
25 - 0628	Double Funding to the Derwent Catchment Authority	Double funding to the Derwent Catchment Authority to boost water monitoring and regulate the Plenty River.	Shooters, Fishers and Farmers		NRET		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0814	Ouse Neighbourhood House Proposal	Support for the establishment of a Neighbourhood House in Ouse.	Shooters, Fishers and Farmers		DPAC		
25 - 0815	Firearms Legislation Oversight Reform	Review and reform the Firearms Act 1996 to enable the Police Minister to be responsible for interpreting, administering, and updating firearm legislation, replacing the current model where the Police Commissioner holds authority.	Shooters, Fishers and Farmers		DPFEM		
25 - 0846	Agriculture and Fishing Farm viability and innovation fund	Grants of up to \$50,000 per farm (matched funding) to support regenerative agriculture, soil health, water resilience, and drought adaption.	Shooters, Fishers and Farmers		NRET		
25 - 0847	Tasmanian Seafood Sustainability	Implement independent scientific quota reviews for abalone and rock lobster.	Shooters, Fishers and Farmers		NRET		
25 - 0850	Tasmanian Seafood Sustainability	Invest \$2 million in regional wharf and cold storage upgrades at Triabunna, Stanley, and Smithton.	Shooters, Fishers and Farmers		NRET		
25 - 0855	Biosecurity and Pest Control Taskforce	\$5 million in grants to Landcare group to help combat invasive feral mallard ducks and rainbow lorikeets.	Shooters, Fishers and Farmers		NRET		
25 - 0859	New Norfolk Salmon Ponds Trout Hatchery	Bring the trout hatchery back under Inland Fisheries Service Management for operational consistency.	Shooters, Fishers and Farmers		NRET		
25 - 0862	Promote responsible pet ownership	Provide \$5 million to strengthen dog and cat homes, promote responsible pet ownership and educate on the impact of free roaming pets.	Shooters, Fishers and Farmers		NRET		
25 - 0863	Expand hunting access	Expand hunting access and partnerships by unlocking more state-owned land for licensed hunters to assist in ethical game control and conservation efforts.	Shooters, Fishers and Farmers		NRET		
25 - 0864	Motorcycle Registration	Halve the cost of motorcycle registration to recognise the practical needs of regional transport and reduce costs for everyday Tasmanians.	Shooters, Fishers and Farmers		DSG		
25 - 0865	Discounted registration for second and third family cars	Families living at the same address receive a 50 per cent discount on registration for second and third vehicles.	Shooters, Fishers and Farmers		DSG		
25 - 0866	Diesel Rebate for Primary Producers	Expand diesel excise refunds to small farmers, fishers, and aquaculture operators.	Shooters, Fishers and Farmers		NRET		
25 - 0867	Foreign-Owned Vacant Land Tax Surcharge	Introduce a land tax surcharge for foreign-owned residential land left vacant. If not developed within two years, a 15 per cent penalty surcharge will apply.	Shooters, Fishers and Farmers		DTF		
25 - 0868	Regional Representation and Accountability Regional Voice Commission	Establish a statutory advisory body made up of rural industry leaders, community groups, and emergency service volunteers to ensure regional voices are heard in government decision-making.	Shooters, Fishers and Farmers		NRET		
25 - 0877	Review of the Residential Tenancy Act 1997	Launch a full review of the Residential Tenancy Act 1997 — with reforms to: - end no-fault evictions - control unfair rent increases - ban rent bidding - strengthen protections for domestic violence survivors - introduce minimum energy efficiency standards in rental homes - incentivise long-term rental developments, including financial support for build-to-rent projects and landlords who offer long leases. - give Councils back the power to reject new short-stay accommodation permits where it harms housing supply. - introduce a short stay levy (as Victoria has done), so that short-term rental profits contribute to funding more housing.		Garland, Craig	DoJ		
25 - 0878	Review the Land Use Planning and Approvals Act 1993	Undertake a full overhaul of the Land Use Planning and Approvals Act 1993.		Garland, Craig	DSG		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 1222	Regulating expenditure of public funds	Introduce legislation that a Minister must not approve proposed expenditure of relevant money unless satisfied that the expenditure would be a 'proper' use of relevant money, in line with the recommendation from the Tasmanian Integrity Commission in its 2022 paper called Grant commitments in election campaigns.		Garland, Craig	DTF		
25 - 1223	Restoring trust in government	Reform the Right to Information Act - Release the review of the Act and reform the RTI system to rebuild public trust.		Garland, Craig	DoJ		
25 - 1224	Grant rules and guidelines	Introduce mandatory grant rules modelled on the Commonwealth Grants Rules and Guidelines. These rules should include compliance mechanisms and apply to Ministers and ministerial staff; grant commitments made during an election period; ad hoc and discretionary grant commitments; and the Premier's Discretionary Fund, in line with the recommendation from the Tasmanian Integrity Commission in its 2022 paper called Grant commitments in election campaigns.		Garland, Craig	DTF		
25 - 1225	Strengthen regulation of Premier's Discretionary Fund	Adopt the 2011 Auditor-General recommendations about the Premier's Sundry Grants Program.		Garland, Craig	DPAC		
25 - 1226	End the renewable energy dividend	End the renewable energy dividend		Garland, Craig	DTF		
25 - 1227	Implement all 16 recommendations of the 2024 State of the Environment Report	Implement all 16 recommendations of the 2024 State of the Environment report The Government must take urgent action to implement and fund these recommendations, which will include ensuring adequate capacity and resourcing of the agencies responsible, particularly NRE.		Garland, Craig	NRET		
25 - 1228	Stop subsidies to State-Owned Corporations/Government Business Enterprises	Stop propping up loss-making State-Owned Government Business Enterprises (GBE) like Sustainable Timbers Tasmania (STT) and Tasracing. According to the 2023-24 annual report, Tasracing posted a \$1.2 million net loss, even after receiving \$36 million in public funding during that period. STT pretended to receive a small profit in their 2023-24 annual report, but really the operations are run at a loss. Government grants cover up this unsustainable GBE that in real terms, is still losing \$20 million per year.		Garland, Craig	DTF		
25 - 1231	Salmon levy	Introduce a salmon levy. Industry currently pays about \$11 million per year in fees and levies. This is less than 1% of its annual turnover. Norway, the world's largest salmon producer, has now imposed a 25% levy on the salmon companies, in addition to the 22% company tax rate. Despite the industry's doomsday warnings, the sector has not collapsed, and the Norwegian people now receive some of the profits from the industry. Norway also raised over \$400 million dollars for auctioning off licences to farm salmon. The Australia Institute have calculated that auctioning off licences, like they do in Norway, could increase revenue by \$1.7 billion over 5 years.		Garland, Craig	NRET		
25 - 1232	Introduce a poker machine tax/levy	While Tasmania has more poker machines per capita than almost anywhere in the world, it taxes them at the lowest rate in Australia. Raising taxes on pokies to 45% (the rate of tax applied in Victoria) would increase revenue by \$34.5 million a year, or a total of \$173 million over the five years to 2030.		Garland, Craig	DTF		
25 - 1234	Increase mining royalties	Increase mining royalties as recommended by Saul Eslake to make them comparable to other states and territories in Australia. According to Grants Commission there is a 40% shortfall in mineral royalties compared to other states which equates to \$42 million per year that we are missing out on.		Garland, Craig	DTF		
25 - 1235	Introduce a short stay levy	Introduce a short stay levy of 5%. Victoria has introduced the levy. It has a dual benefit of increasing revenue and reducing the number of houses lost to the rental market.		Garland, Craig	DTF		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 1236	Launch a comprehensive assessment of Tasmania's major invasive species	Undertake a comprehensive, independent assessment, to evaluate the environmental and economic cost of our most damaging, and potentially damaging invasive species —such as sea urchins, feral cats, and wild deer—and the cost of effective management. Actions should be ranked in order of priority and cost effectiveness, so that funding decisions are evidence based.		Garland, Craig	NRET		
25 - 1238	Reforming Health Bureaucracy	A full review and restructure of the Department's executive and management layers to return decision-making closer to the communities and clinicians who deliver care.		Garland, Craig	DoH		
25 - 1241	Fair Access for Braddon	Equitable staffing, services and investment in the North West Regional Hospital so people on the Coast and elsewhere across the electorate, receive the same standard of care as every other Tasmanian.		Garland, Craig	DoH		
25 - 1244	Increase Public Dental Access for Braddon	Expand the number of publicly funded dental clinics across Braddon.		Garland, Craig	DoH		
25 - 1246	Improve Treatment for Chronic and Persistent Pain	Boost in funding for rheumatology and persistent pain services and improved access to these services in the North West.		Garland, Craig	DoH		
25 - 1247	Tidal energy	Invest into Tidal Energy research and development.		Garland, Craig	DSG		
25 - 1248	Independent electricity exports review	This review would focus on our long-term energy needs and a full cost-benefit analysis of electricity trading with Victoria compared with on island energy generation only to meet Tasmania's future energy needs.		Garland, Craig	DSG		
25 - 1249	Strengthening Allied Health	Increase funding for allied health professionals—especially in regional areas. Prioritise recruitment of physiotherapists, occupational therapists, and exercise physiologists who support recovery, shorten hospital stays, and prevent chronic disease.		Garland, Craig	DoH		
25 - 1250	Address Tasmania's Health Complaints System	Review of the Health Complaints Act. Properly resource the Health Complaints Commissioner to complete investigations promptly.		Garland, Craig	DoJ		
25 - 1252	Long-Term Preventative Health Strategy	Develop a 20-year state-wide Preventative Health Strategy		Garland, Craig	DoH		
25 - 1253	Rooftop solar and batteries targets	Set rooftop solar and battery targets and report against them, to increase uptake of this cheap form of energy.		Garland, Craig	DSG		
25 - 1255	Minimum energy efficiency standards in rental properties	Introduce minimum energy efficiency standards in rental properties.		Garland, Craig	DoJ		
25 - 1256	Financial incentives for landlords to improve rental property energy efficiency	Provide greater financial incentives for landlords to improve energy efficiency in rental properties. Options include recovering the loan on the sale of the house, or providing tax incentives, to encourage landlords to invest in roof top solar and batteries.		Garland, Craig	DTF		
25 - 1257	Extend the interest free loan repayment period to install solar and batteries	Currently the State Government provides interest free loans for people wanting to spend up to \$10,000 to install rooftop solar or batteries into the home. The current repayment period is 3 years. The repayment period should be extended to 5 or 7 years.		Garland, Craig	DSG		
25 - 1260	Investigate Transition to Land-Based Salmon Farming	Conduct an independent, evidence-based feasibility study into shifting salmon farming on land. This could be a key solution to the threats posed by climate change and pollution from marine salmon pens in our coastal waters. Let's properly assess the risks and opportunities.		Garland, Craig	NRET		
25 - 1261	Inclusionary zoning	Introduce inclusionary zoning, requiring a set percentage of new developments to include social and affordable housing. South Australia mandates 15%. Tasmania should follow suit.		Garland, Craig	DSG		
25 - 1262	99-year leaseholds on Crown land for homes	Open up degraded Crown land for 99-year leaseholds to young people and low-income Tasmanians to help them build their own homes.		Garland, Craig	NRET		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 1263	Planning rules for tiny homes	Streamline planning rules for tiny homes, so people can build simple, affordable housing with fewer barriers.		Garland, Craig	DSG		
25 - 1265	Commercial Fishing Licence Buy-Back	Begin a targeted buy-back program for unused commercial licences to reduce the pressure on wild fisheries and better manage both existing and emerging fisheries.		Garland, Craig	NRET		
25 - 1266	Marine Environmental Management Reform	Prioritise a new Marine Environment Management Act that would: Establish a whole-of-government framework for marine management. Protect and enhance the marine environment while allowing for ecologically sustainable use in appropriate areas. Acknowledge Tasmanian Aboriginal connection, knowledge, rights and aspirations for the marine environment Build and apply scientific understanding of the marine environment through improved independent data collection and monitoring Embed key principles such as ecosystem-based management, the precautionary principle, adaptive management, and science-based decision making.		Garland, Craig	NRET		
25 - 1267	New Cat Management Strategy	The previous cat management plan expired in 2022 and has failed to deliver results. We urgently need a new strategy with adequate resourcing—one shaped by science, informed by communities, and focused on protecting native wildlife and livestock.		Garland, Craig	NRET		
25 - 1268	Declare wild deer a pest under the Biosecurity Act 2019	Reclassify wild deer as a pest and commence a feasibility study into regulated harvesting for human consumption—supporting both ecological control and local enterprise.		Garland, Craig	NRET		
25 - 1272	Ban Pork-Barrelling - Allocate government funding based on need	Ban Pork-Barrelling - Allocate government funding based on need		Garland, Craig	DPAC		
25 - 1273	Reform Public Interest Disclosure Act	Reform Public Interest Disclosure Act - Overhaul the Public Interest Disclosure Act to give truth-tellers real protection and ensure wrongdoing is exposed.		Garland, Craig	DoJ		
25 - 1274	Ban Political Donations from High-Influence Industries	Ban Political Donations from High-Influence Industries - Salmon farming, property developers and the liquor and gambling industries		Garland, Craig	DoJ		
25 - 1275	Legislate a Lobbying Code of Conduct	Legislate a Lobbying Code of Conduct - legislate to implement that Lobbying Code of Conduct, which is what the Integrity Commission itself recommended last year. Establish a public lobbyist register and introduce a legal requirement to disclose lobbying activity.		Garland, Craig	DoJ		
25 - 1277	Properly Fund Integrity Commission & the Ombudsman	Properly Fund Integrity Commission & the Ombudsman - properly fund these institutions so they can hold government to account.		Garland, Craig	DoJ		
25 - 1278	Full indexation of health funding to CPI to ensure budgets keep pace with rising costs.	Full indexation of health funding to CPI to ensure budgets keep pace with rising costs.		Garland, Craig	DTF		
25 - 1280	Investigate removing unnecessary red tape that prevents GPs from prescribing appropriate pain medication—reducing pressure on Emergency Departments.	Investigate removing unnecessary red tape that prevents GPs from prescribing appropriate pain medication—reducing pressure on Emergency Departments.		Garland, Craig	DoH		
25 - 1281	Funding equivalent to 5% of the health budget to be invested in programs that prevent chronic disease, improve recovery, and keep people out of hospital.	Funding equivalent to 5% of the health budget to be invested in programs that prevent chronic disease, improve recovery, and keep people out of hospital.		Garland, Craig	DoH		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 1282	Create an independent marine authority	Create an independent marine authority to: Lead marine environment monitoring and make more marine data publicly available. Coordinate efforts across departments and agencies. Develop long-term policies, plans and strategies for sustainable marine management. Undertake marine spatial planning and meaningful community consultation. Advise the Minister.		Garland, Craig	NRET		
25 - 1283	The State Government to commission a feasibility study into adopting the Victorian Virtual Emergency Department (VED) model and demand the State Government to fund the GP Assist Service until 1800 MEDICARE is up and running next year.	The State Government to commission a feasibility study into adopting the Victorian Virtual Emergency Department (VED) model and demand the State Government to fund the GP Assist Service until 1800 MEDICARE is up and running next year.		Garland, Craig	DoH		
25 - 0584	Review Residential Tenancy Act - more protections for renters	Review the Residential Tenancy Act to provide more protections for renters.		Johnston, Kristie	DoJ		
25 - 0586	Introduce Stronger Regulations for Short Stay Accommodation in areas where the private residential vacancy rate is below three per cent	Stronger regulation of short stay accommodation in areas where the private residential vacancy rate is below three per cent.		Johnston, Kristie	DoJ		
25 - 0588	Gambling Reforms - Pre-play Commitment Card, Slower Spins, \$1 Maximum Bet Limit and Restricted Operating Hours	Pre-play commitment card, slower spins, \$1 maximum bet limit, restricted operating hours.		Johnston, Kristie	DTF		
25 - 0589	Animal Welfare - End Greyhound Racing, no public funding, wind-up TasRacing as a State-Owned Company, Ban Puppy Farms, Introduce Breeding Limits	End greyhound racing, end all public funding for racing, end TasRacing as a state-owned company, mandatory animal behavior training for all animal handlers, ban puppy farms, introduce breeding limits.		Johnston, Kristie	NRET		
25 - 0590	Review the Concession Scheme (policy to end energy-poverty in Tasmania)	Review Tasmania's concessions scheme, in the context of ending energy-poverty in Tasmania. More support should go to those in highest need.		Johnston, Kristie	DTF		
25 - 0591	Introduce Portable Long Service Leave for Community Service Workers	Portable long service leave for community service workers.		Johnston, Kristie	DoJ		
25 - 0592	Decriminalise Recreational Drug Use, Introduce Pill Testing and Drug Amnesty at Festivals	Decriminalise recreation drug use. Introduce pill testing. Allow drug amnesty bins at festivals.		Johnston, Kristie	DoJ		
25 - 0602	Integrity Commission	Supporting reinstatement of work on Integrity Commission reform, including resumption of work into code of conduct for lobbying and lobbyists and release of information about reviews of sitting Members.		Johnston, Kristie	DoJ		
25 - 0765	Preventive health funding	Spend at least 5% of the health and mental health budgets on prevention and promotion.		Johnston, Kristie	DoH		
25 - 0766	Planning appeals	Keep appeal rights in planning laws so communities can have their say.		Johnston, Kristie	DSG		
25 - 0767	No sale of UTAS Sandy Bay campus	No sale of UTAS Sandy Bay campus.		Johnston, Kristie	DECYP		
25 - 0768	No stadium	No Mac Point stadium – use Ninja and York Park stadiums.		Johnston, Kristie	DSG		
25 - 0769	Better public transport	More funding for and better planning of public transport.		Johnston, Kristie	DSG		
25 - 0770	Move salmon farming on to land	Move salmon farming on to land.		Johnston, Kristie	NRET		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0771	End native forest logging	End native forest logging.		Johnston, Kristie	DSG		
25 - 0772	More social housing	Improve housing outcomes by doubling the government's plan for social housing.		Johnston, Kristie	DSG		
25 - 0773	Family Violence Act reform	Reform the Family Violence Act so it better responds to the needs of victim-survivors.		Johnston, Kristie	DoJ		
25 - 0774	Ban conversion practices	Introduce laws to ban conversion practices.		Johnston, Kristie	DoJ		
25 - 0775	Ban unnecessary surgery on intersex infants	Laws to ban unnecessary surgery on intersex infants.		Johnston, Kristie	DoJ		
25 - 0776	Increased community services funding	More investment in community service organisations, whose chronic underfunding means more and more Tasmanians aren't getting the support they need.		Johnston, Kristie	DPAC		
25 - 0812	Develop a Social Enterprise Strategy	Develop and implement a Social Enterprise Strategy with the following key elements: • a nationally consistent definition of social enterprise in line with Social Enterprise Australia and Social Traders. • a social procurement framework to leverage government spending for social impact. • Investment in certainty, capability building and impact measurement. • Long-term, place-based pilot programs in high-need communities. • Funding and recognition for a peak body to coordinate the sector and lead advocacy in line with definitions. The strategy would be consistent with the feedback to consultation on the Government's Youth Jobs Strategy, the outcomes of the Disability Royal Commission and the discussions around the still draft Tasmanian Sustainability Strategy and Wellbeing Strategy, and calls for whole-of-government coordination—led by a central unit such as within Department of Premier and Cabinet.		O'Byrne, David	DPAC		
25 - 0184	Independent corruption watchdog	An Independent Commission Against Corruption (ICAC) with broad powers and public hearings will deliver transparency and integrity in public life.		Peter George Group	DoJ		
25 - 0185	Office of Budget responsibility	The office's independent audit of annual budgets and of party election promises, not subject to political influence, will help eliminate draining the State's financial resources for narrow political gain.		Peter George Group	DTF		
25 - 0187	Delivery of Tasmanian AFL team	With \$114 million of public funds already committed to support the team and \$105 million to the high-performance centre in Kingston, a strong cross bench will deliver the Tassie team.		Peter George Group	DSG		
25 - 0188	Increased Resources for teachers at public schools	Delivering more resources and staff to our public schools.		Peter George Group	DECYP		
25 - 0189	Stop the exodus of students	Halting the exodus of students.		Peter George Group	DECYP		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0190	A level playing field between public and private education	Ensuring a level playing field between public and private education.		Peter George Group	DECYP		
25 - 0191	Better collaboration and consultation with health professionals	Collaboration and consultation with health professionals – GPs, specialists, nurses, ambulance crews, health policy specialists and unions – will direct the State's limited resources towards delivering a health system that services Tasmanians' needs.		Peter George Group	DoH		
25 - 0192	Reduce short-term rentals to increase availability	Reduce short-term rentals to increase rental availability.		Peter George Group	DoJ		
25 - 0193	Use of vacant land for affordable housing	Free-up and resume vacant land for affordable housing.		Peter George Group	DSG		
25 - 0194	Tackling homelessness	Tackling growing homelessness must be a priority.		Peter George Group	DSG		
25 - 0195	Simplify planning requirements and introduce rapid-build sustainable housing	Simplify planning requirements to improve efficiency and to introduce rapid-build sustainable housing.		Peter George Group	DSG		
25 - 0196	Improve tenant rights and security	Improve tenant rights and security at least to the level of Victoria and ACT.		Peter George Group	DoJ		
25 - 0198	National Climate Action Fund	A National Climate Action Fund to build resilience against the climate crisis.		Peter George Group	DSG		
25 - 0199	Natural disaster resilience	We need urgent Commonwealth/State action to head off a fire catastrophe in our city.		Peter George Group	DPFEM		
25 - 0201	No new coal, oil or gas extraction	No new coal, oil or gas extraction in Tasmania.		Peter George Group	DSG		
25 - 0203	End native forest logging	End destructive native forest logging.		Peter George Group	DSG		
25 - 0204	Redirection of industry subsidies to support sustainable forestry	Redirect industry subsidies to impacted communities for transition to sustainable forestry.		Peter George Group	DSG		
25 - 0205	Introduce exemptions for specialist timber industries	Introduce exemptions for specialist timber industries such as crafts, boat building and high-end furniture.		Peter George Group	DSG		
25 - 0206	Forests	Encourage value-adding to the forest plantation industry with focus on high-tech building materials for flat pack housing.		Peter George Group	NRET		
25 - 0209	Introduce a tourist tax	Introduce tourist \$40 tax on the 1.31million tourists and more than 350,000 cruise ship passengers who arrive in Tasmania each year.		Peter George Group	DTF		
25 - 0210	Tourism revenue to be directed towards upgraded public facilities	\$64 million revenue to be directed towards upgraded tourism & public facilities.		Peter George Group	DSG		
25 - 0211	Resources Tax	Ensure user pays imposts on extractive industries to genuinely cover all regulatory costs.		Peter George Group	DSG		
25 - 0212	Resources Tax	Impose substantial levies for use of Tasmania's natural resources.		Peter George Group	NRET		
25 - 0213	Resources Tax	Increase taxes on extractive industries to levels equivalent to other Australian states.		Peter George Group	DTF		
25 - 0217	Halt expansion of salmon production in Storm Bay	Immediately halt expansion of industrial salmon production in Storm Bay.		Peter George Group	NRET		
25 - 0221	Ban further installation of open-net feedlots for salmon	Ban any further installation of open-net feedlots, especially in the north east where 50 new pens are planned.		Peter George Group	NRET		
25 - 0224	Salmon industry	Raise licence fees, lease fees and taxation to drive salmon production out of SE waters and into land-based production.		Peter George Group	DTF		
25 - 0226	Establish independent watchdog for public infrastructure projects	Establish independent watchdog to rate public infrastructure projects according to need, not according to political whim and electoral advantage.		Peter George Group	DSG		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0235	Prioritise reconciliation and truth telling with Aboriginal people	Reconciliation with Tasmania's First People remains a priority along with truth telling in genuine conversation with Aboriginal individuals and representative organisations.		Peter George Group	DPAC		
25 - 0236	Budget repair	Establish a broad-based, transparent and inclusive consultation process tasked to efficiently identify where the Budget can be brought under control without undermining public services and support structures.		Peter George Group	DTF		
25 - 0585	Recreational Fisheries Policy	<p>Set commercial fishing limits to ensure sustainability based on independent science.</p> <p>Set a biomass limit at or above 50% that significantly boosts fishery productivity and reduces the risks that low biomass poses to species' reproductive success.</p> <p>Raise the threshold for management action to a more reasonable 40 per cent or higher.</p> <p>Work with representative fishers organisations to ensure a stronger and democratic voice for recreational fishers.</p> <p>Ensure the transition of the salmon industry out of Tasmania's vulnerable coastal waterways; while ensuring they pay full value for the waters they use and damage done to our inland and coastal waterways.</p> <p>Ensure independent scientific research drives fisheries management by having stronger independence and funding provided to ensure scientific advice is accurate and provided without bias or complication associated with funding streams or project outcome influence.</p> <p>Ensure total transparency of performance with real time reporting of catch including discards and biomass levels of all commercial and recreationally important species.</p>		Peter George Group	NRET		
25 - 0587	End taxpayer-funded greyhound racing	Peter George says he would be "honoured" to work alongside independents Kristie Johnston and Meg Webb to put an end to greyhound racing if elected at next month's state election after enjoying a strong show of support while campaigning in Kingston on Sunday (23 June).		Peter George Group	NRET		
25 - 1010	Establish a dedicated mental health precinct on a green field site in Clarence	See federal funding for a dedicated mental health precinct in a green field development in Clarence with extensive, landscaped gardens where patients can find the tranquility they need for recovery.		Peter George Group	DoH		
25 - 1011	Mobile Health Services	Roll out vans with GPs, nurses, and basic diagnostics to hit remote spots like Dover or Bruny Island. Think diabetes and blood pressure checks. Early intervention can save lives.		Peter George Group	DoH		
25 - 1013	Free dental and vision care in schools	Free dental and vision checks in schools to catch problems early. Poor teeth, eyesight and diet directly affect learning and health-related bills are a burden to struggling families.		Peter George Group	DoH		
25 - 1014	Establish a step-down medical facility	Tasmania lacks beds for low care patients no longer in need of high care at the Royal Hobart Hospital. I advocate for a "step-down" facility in Hobart's old Rehab Hospital that would reduce and eliminate bed blockages in one go.		Peter George Group	DoH		
25 - 1016	Dedicate Day Surgery Facility	Dedicated elective day surgery facility to improve efficiency and patient flow and overcome delays and repeated "bumping" of patients from surgery lists.		Peter George Group	DoH		
25 - 1017	Expand in-home nursing and meal delivery services	Expand in-home nursing and meal delivery to seniors to free up emergency beds and have a plan in place before our old folk need an ambulance.		Peter George Group	DoH		
25 - 1018	Three urgent care clinics in Kingborough, Huon Valley and the Eastern Shore	Establish three additional urgent care clinics to reduce waiting times and load on the Royal Hobart Hospital		Peter George Group	DoH		

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Primary	Commitment - Short Title	Commitment Detail	Party	Independent	Lead Agency	Implementation Considerations	Agency Notes
25 - 0927	Public transport	Make public transport more efficient, reliable and cheaper than using cars to encourage more people to use it. This will reduce traffic congestion and air pollution, which is contributing to the rise in asthma and chronic lung diseases.		Razay, George	DSG		
25 - 0928	Boost active transport	Encourage people to walk and cycle to reduce traffic congestion and air pollution, which is contributing to the rise in asthma and chronic lung diseases.		Razay, George	DSG		
25 - 0929	Tamar (Kanamaluka) River	Continue the good work in improving the sewer system and water quality to maintain a healthy river, to address concern about the deposition of mud and sewage discharge with high environmental and public health risks.		Razay, George	NRET		
25 - 0930	Active infrastructure along the Tamar (Kanamaluka) River	Consider extending pedestrian and cycling tracks along both sides of the Tamar (Kanamaluka) River, as well as having parks for recreational activities and an outdoor gym.		Razay, George	DSG		

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Election Commitments - Liberal First 100 Days

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This report captures all commitments relating to the First 100 Day Plan

Priority	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 1106	Tasmanian Food Relief Grants	Announce recipients of the \$2.5 million capital investment grant program to assist communities and food providers transition from food relief to food resilience.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1107	Tasmania's Food Resilience Strategy	Launch Tasmania's Food Resilience Strategy.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1108	Tasmania's first Volunteering Strategy	Launch Tasmania's first Volunteering Strategy.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1109	Older Tasmanians Advisory Body	Open expressions of interest for community members for the Older Tasmanians Advisory Body.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1116	Ministerial Multicultural Advisory Group	Open expressions of interest for members of the Ministerial Multicultural Advisory Group.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1127	Discussions with TasCOSS	Hold immediate discussions with TasCOSS to accelerate the move to longer-term funding agreements and an outcomes framework.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1130	Establish a working group with the community sector to examine reducing red tape	Establish a working group with the community sector to examine reducing red tape and the practice of multi-deed arrangements across government, easing the administrative burden for the sector.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1131	Community budget submission process review	Commence reviewing the community budget submission process to provide funding certainty earlier in the budget cycle.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1179	Consider recommendations from the Community Services Industry Plan Governance Review	Begin work with TasCOSS and the Coalition of Community Services Peaks to consider recommendations from the Community Services Industry Plan Governance Review.	Supporting our communities	100 days	DPAC	Community Services		
25 - 1177	Sustainable Disability Transport Solution	Release the report and recommendations of an industry examination of accessible vehicle availability across Tasmania as part of the Government's Sustainable Disability Transport Solution, to ensure safe, secure and reliable transport for people with disability in Tasmania.	Supporting our communities	100 days	DPAC	Disability		
25 - 1124	Implementing the Commission of Inquiry's recommendations	Continue the Government's over \$400 million investment in implementing the 191 recommendations of the Commission of Inquiry.	Supporting our communities	4 years	DPAC	Keeping Children Safe		
25 - 1153	Draft Local Government Electoral Bill for consultation	Release the draft Local Government Electoral Bill for consultation.	Supporting our communities	100 days	DPAC	OLG		
25 - 1134	Meet with family and sexual violence stakeholders	Meet with family and sexual violence stakeholders on their workforce development strategy and needs.	Supporting our communities	100 days	DPAC	Prevention of Family Violence		
25 - 0816	School Breakfast Program - Variety Breakfast Club	Partner with Variety to roll out a universal School Breakfast Program across all government schools. Deliver the School Breakfast Club for schools that wish to participate.	Taking action on the cost of living and providing more housing options for Tasmanians	Not stated	DECYP			
25 - 0856	Strengthen structured teaching of literacy and numeracy in government schools	All government primary schools will be required to allocate at least one hour daily to the structured teaching of literacy and numeracy. By 2026, all Tasmanian students will be taught to read in a systematic and explicit way based on the latest research and evidence.	Our strong plan for a stronger economy	100 days - begin work with schools, unions and key stakeholders re: numeracy. Numeracy changes from 2027.	DECYP			
25 - 1105	Lifting Literacy - providing resources to teachers	As part of \$1.2 million plan to Supercharge Lifting Literacy in schools, provide additional, high quality resources to teachers of Years 3-8 in government schools, to support English curriculum instruction and reduce administrative workload.	Our strong plan for a stronger economy	100 days	DECYP			
25 - 1169	School Building Blitz at South George Town Primary School	Appoint architects for the School Building Blitz at South George Town Primary School.	Supporting our communities	100 days	DECYP			
25 - 1171	School Building Blitz at Dodges Ferry Primary School	Appoint architects for the School Building Blitz at Dodges Ferry Primary School.	Supporting our communities	100 days	DECYP			
25 - 1174	School playground and sports courts upgrade program	Commence works at initial schools for the Government's \$10 million school playground and sports courts upgrade program.	Supporting our communities	100 days	DECYP			
25 - 1176	School Staff Wellbeing Response Team	Establish the School Staff Wellbeing Response Team, providing direct, specialist support to schools.	Supporting our communities	100 days	DECYP			
25 - 1178	Agreement between Government - Family Planning Tasmania	Develop an agreement between the Government and Family Planning Tasmania for the delivery of outreach services across child and family learning centres around the state.	Supporting our communities	100 days	DECYP			

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Priority	Commitment- Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 1189	Announce 15 additional schools for Healthy School Lunch Program	Announce the additional 15 schools set to participate in the Healthy School Lunch Program in 2026, bringing the total number of schools around the state participating in this program up to 63.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DECYP			
25 - 0011	More Pharmacy services, open for longer to support families	The program to treat urinary tract infections at pharmacies will expand to include treatments for ear infections, reflux, skin conditions (shingles, eczema), rashes, and wound care. A re-elected Liberal Government will also support community pharmacies to extend their operating hours, providing greater access to health care late at night and on weekends.	Building an even better health system	First 100 days: work with stakeholders.	DoH			
25 - 0012	Expansion of Youth Hospital in the Home	Extend the capacity of the Youth Hospital in the Home from 7 to 12 beds, and from five days a week to seven days a week.	Building an even better health system	100 days	DoH			
25 - 0013	Continuing new era of health care: Paramedic Practitioners, Nurse Practitioners	Introduce Paramedic Practitioners roles and change the law to allow them to prescribe certain medications. Re-elected Tasmanian Liberal Government will also support Registered Nurses to upskill by providing scholarships to gain their Master of Nurse Practitioners qualification.	Building an even better health system	First 100 days: begin consultation with paramedics and launch the scholarship program for RNs.	DoH			
25 - 0033	Imaging services for patients on the East Coast	New CT scanner at the St Helens District Hospital and construction of a dedicated CT scanner room, with design work to begin in the first 100 days of a re-elected Liberal Government.	Building an even better health system	First 100 days: design work to begin.	DoH			
25 - 0035	Faster access to medication, shorter wait times for ADHD patients	Enable Tasmanian GPs to diagnose, treat and manage ADHD for both children and adults, allowing faster access to medication, reduced costs for patients, and better continuity of care.	Building an even better health system	First 100 days: begin work with RACGPs to deliver training.	DoH			
25 - 0036	Table amendments to the Poisons Act 1971 and the Poisons Regulations 2018	Table amendments to the Poisons Act 1971 and the Poisons Regulations 2018 by the end of the year, allowing interstate prescriptions to be dispensed in Tasmania, further supporting those with ADHD.	Building an even better health system	By end of 2025	DoH			
25 - 0041	Strengthen the Tasmanian Pharmacy Control Act 2001	Partner with community pharmacies to strengthen the Tasmanian Pharmacy Control Act 2001.	Building an even better health system	First 100 days: establish working group.	DoH			
25 - 0043	Protecting kids from meningococcal	Meningococcal B vaccination program will be free for all Tasmanian infants, saving families up to \$300. The vaccination program will offer free, early protection to all newborn children from 6 weeks to 12 months, and a catch-up immunisation for children over 12 months but under 2 years who have not already completed a course.	Taking action on the cost of living and providing more housing options for Tasmanians	First 100 days: begin the process	DoH			
25 - 0139	Construction of Northern Health Complex at Launceston General Hospital	\$240 million to build the Northern Health Complex and deliver 250 additional beds at the LGH. This investment builds on the Northern Heart Centre, emergency department expansion, and a new multi-storey car park. Funded through reprioritised capital from Manus in the 2025-26 Budget, will be included in future capital investment planning beyond the current budget and Forward Estimates.	Building an even better health system	First 100 days: release revised draft LGH masterplan Two years, commencing 2028	DoH			
25 - 0174	Delivering a New Tasmanian Midwifery Strategy	Release a new Tasmanian Midwifery Strategy focused on improving workforce retention, capacity, and capability, while also addressing birth trauma. This supports broader work already underway, including the development of a new Intensive Residential Parenting Unit at St John's Park in New Town.	Building an even better health system	100 days	DoH			
25 - 0472	Open new BreastScreen clinic in Triabunna	Open new BreastScreen clinic in Triabunna, offering free breast screening for eligible Tasmanians.	Building an even better health system	First 100 days: work with community	DoH			
25 - 0473	Open new BreastScreen clinic in Glenorchy	Open new BreastScreen clinic in Glenorchy, offering free breast screening for eligible Tasmanians.	Building an even better health system	First 100 days: work with community	DoH			
25 - 0593	Investment into the North West Regional Hospital (NWRH)	At the North West Regional Hospital (NWRH), our \$174 million investment will deliver a Link Bridge to join the southern portion of the site to the core of the Hospital, a new Medical Inpatient Unit building to house the existing Medical Ward, Clinical Diagnostics, Dialysis, and the Lung Function Laboratory.	Building an even better health system	First 100 days: commence planning and design work	DoH			
25 - 0594	Investment at Mersey Community Hospital	At the Mersey Community Hospital, our investment will provide a new sub-acute building, providing medical oncology services, and a new inpatient unit for geriatric evaluation and management.	Building an even better health system	First 100 days: commence planning and design work	DoH			
25 - 0708	GP bulk-billed Clinics	Open five new GP bulk-billing clinics, (of which the Legana Health Hub 25-0704 is one).	Taking action on the cost of living and providing more housing options for Tasmanians	First 100 days: launch EOI process	DoH			

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Priority	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 0713	Creation of a statewide Divert and Connect program	Creation of a statewide Divert and Connect program - working to make the Divert and Connect program court-mandated, with a strong focus on early intervention and mental health support. This program will begin immediately.	Supporting our communities	First 100 days: finalise model of care and commence recruitment	DoH			
25 - 0913	Perinatal Mental Health graduate positions	We will deliver a four-year program for graduate positions in Perinatal Mental Health at Gidget House services in Tasmania.	Building an even better health system	First 100 days: begin recruitment	DoH			
25 - 0926	Develop Rethink and Beyond - strategic plan for mental health	Develop the next stage of our plan – Rethink and Beyond – building on the strong foundations, and strengthening prevention and early intervention.	Building an even better health system	First 100 days: commence consultation in first 100 days	DoH			
25 - 0931	Diagnostic Screening - Breast Care Centre	The fit-out of our brand new \$15 million Tasmanian Breast Care Centre at the Royal Hobart Hospital's Liverpool Street Clinics will get underway next month and is expected to be completed by the end of the year.	Building an even better health system	First 100 days: begin fit-out	DoH			
25 - 0935	Deliver a one-stop, community-based health and wellbeing Precinct in Latrobe.	The new Centre will be home to the State's public diagnostic breast imaging services and include a range of diagnostic, treatment, and support services for patients with or at risk of breast cancer.	Building an even better health system	First 100 days: Health Nexus to Lodge DA	DoH			
		Partnering with Health Nexus, the Precinct will deliver a range of bulk-billed primary care and allied health services, with around 25,000 extra GP appointments to be delivered each year – further easing the pressure on North West Hospitals.						
		It will include 12 GP rooms, an allied-health and rehab gym, an urgent-care bay, a purpose built room for teaching, community spaces, as well as 20 units as part of a Housing Village for Seniors.						
		Our Government will step in to contribute the final \$6 million, by way of a no-interest loan that will pave the way for the project to proceed, subject to meeting all necessary planning approvals.						
		A Development Application is expected to be lodged within the next month, with construction to begin by years end and be complete by 2027.						
25 - 0950	Deliver new Huon Valley Medical Precinct	Deliver a new purpose-built Medical Precinct for the Huon Valley. Including a Mental Health Hub, and include 100 part-time bulk-billing GP appointments, as well as after-hours and weekend services. Will also include a new, expanded, permanent space for the delivery of mental health outreach programs for the region, including for young people. Will also provide funding for a Nurse Practice Manager, and reception and administrative staff.	Building an even better health system	First 100 days: work with the local community, the Huon Valley Council, and existing local health services to determine the best site for the new Precinct.	DoH			
25 - 1091	Decrease sub-specialty paediatric waiting lists	Announce the new strategy to decrease sub-specialty paediatric waiting lists.	Building an even better health system	100 days	DoH			
25 - 1092	Transfer of Care Protocol	Announce the next stage of the Transfer of Care Protocol, to reduce ambulance ramping at hospitals.	Building an even better health system	100 days	DoH			
25 - 1093	Aeromedical health services	Announce the outcomes of the significant tender for the delivery of aeromedical health services across Tasmania.	Building an even better health system	100 days	DoH			
25 - 1094	Emergency Department Phase 2 at the Royal Hobart Hospital	Release the tender for the construction of the expanded Emergency Department Phase 2 at the Royal Hobart Hospital.	Building an even better health system	100 days	DoH			
25 - 1095	North Medicare Mental Health Kids Hub	Open the North Medicare Mental Health Kids Hub, in partnership with the Australian Government. To provide secondary level mental health assessment and interventions for children aged 0 to 12 years.	Building an even better health system	100 days	DoH			
25 - 1096	MOU to combat illicit tobacco and vapes	Formalise an MOU between key Tasmanian agencies to improve coordination and information sharing on illicit tobacco and vapes. Advocate to the Australian Government for ongoing national reforms and stronger collaboration with federal agencies like the Australian Border Force and TGA.	Building an even better health system	100 days	DoH			
25 - 1187	Release a Tasmanian Nurse Practitioner Strategy and Action Plan for public consultation.	Release a Tasmanian Nurse Practitioner Strategy and Action Plan for public consultation.	Building an even better health system	100 days	DoH			
25 - 1188	Open the redevelopment of the Northern Integrated Care Service building at the Launceston General Hospital.	Open the redevelopment of the Northern Integrated Care Service building at the Launceston General Hospital.	Building an even better health system	100 days	DoH			
25 - 0986	Delivering more homes faster - CBCS transformation	Transform CBCS into the new Office of the Tasmanian Building Regulator, with stronger powers to crack down on dodgy builders and phenomena.	Our strong plan for a stronger economy	First 100 days: Consult on Bill	DoJ			
25 - 1088	Reintroduce legislative amendments to the Residential Tenancy Act	Reintroduce legislation to amend the Residential Tenancy Act to allow renters to have a pet as a right.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DoJ			
25 - 1113	Sentencing Amendment (Aggravating Factors) Bill 2025	Reintroduce the Sentencing Amendment (Aggravating Factors) Bill 2025.	Supporting our communities	100 days	DoJ			
25 - 1144	Introduce bail reform laws to Parliament	Introduce bail reform laws to Parliament.	Supporting our communities	100 days	DoJ			
25 - 1145	Reintroduce Bill to amend the Commission of Inquiry Act	Reintroduce Bill to amend the Commission of Inquiry Act to remove barriers to individuals accessing information they provided for a private session with the COI.	Supporting our communities	100 days	DoJ			
25 - 1152	Improvements to Family Violence legislation	Release a consultation paper on improvements to our Family Violence legislation.	Supporting our communities	100 days	DoJ			
25 - 1155	Burnie Courts Complex	Release the request for Tender for the enabling works, including demolition of the site, for the \$86.5 million Burnie Courts Complex.	Supporting our communities	100 days	DoJ			
25 - 1167	Risdon Prison Complex upgrades	Award the construction tender for the \$15.6 million upgrades to the security systems at the Risdon Prison Complex, including a new mobile duress alarm system for the improved safety of correctional officers.	Supporting our communities	100 days	DoJ			

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Priority	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation	Agency Notes
25 - 0907	Implement Roster reform for Tasmania Police	Work with Tasmania Police and the Police Association of Tasmania to transition our largest stations to a new six-on, six-off roster or a four-on, four-off roster. This will be part of a staged approach, with 24-hour stations to be transitioned incrementally as we continue to recruit.	Supporting our communities	First 100 days: discuss staged transition with DPFEM and PAT	DPFEM			
25 - 0909	Reintroduce Daniel's Law	This Bill puts children first by giving parents and carers the right to ask police if someone with regular, unsupervised access to their child is a registered sex offender. We are committed to re-introducing this Bill and finishing the job if we are re-elected, as our children's safety is critical.	Supporting our communities	100 days	DPFEM			
25 - 1119	Volunteer Infrastructure Investment Fund	\$2.5 million for the Volunteer Infrastructure Investment Fund, to deliver upgrades to fire stations and SES units across Tasmania (stated as commitment from 2025-26 Budget).	Supporting our communities	100 days	DPFEM			
25 - 1122	Expand Asbestos Compensation Act's coverage	Begin the process to expand the coverage of the asbestos Compensation Act to cover SES volunteers for the first time, bringing SES volunteers in line with the protections already provided to firefighting, police and ambulance volunteers.	Supporting our communities	100 days	DPFEM			
25 - 1136	Reintroduce hooning legislation	Reintroduce hooning legislation to protect community safety	Supporting our communities	100 days	DPFEM			
25 - 0023	Increase value cap under MyHome	Increase the value cap for new home construction under MyHome to \$800,000.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 0163	Aviation Attraction Fund guidelines	Amend the Aviation Attraction Fund guidelines within 100 days of forming government.	Our strong plan for a stronger economy	100 days	DSG			
25 - 0170	School of the Visitor Economy	Finalise the School of the Visitor Economy, including appointing a head of School, releasing a new structure and establishing an Advisory Committee for the School of the Visitor Economy, ensuring training aligns with industry needs, within the first 100 days.	Our strong plan for a stronger economy	100 days	DSG			
25 - 0177	Extend half-fare prices for buses and ferries	Half-price bus fares will be available for another 12 months until 30 June 2026, discounted fares will cover all passengers, from those on urban routes to regional and rural areas, as well as the Derwent River ferry.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 0180	Freezing federal Red Tape	Block any new Federal red tape from driving up the cost of Tasmanian homes, with a nation-first six-year freeze on new mandatory National Construction Code requirements.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 0844	Redistribution of Heavy Vehicle Motor Tax	A one-off increase of \$3.5 million to \$5 million of the distribution of Heavy Vehicle Motor Tax to be distributed to local councils to invest in road upgrades across Tasmania. A commitment to discuss fairer future distribution.	Our strong plan for a stronger economy	100 days	DSG			
25 - 0966	Strengthen Infrastructure Tasmania	Strengthen Infrastructure Tasmania to provide whole of government project assurance and expertise for major infrastructure and capital works projects valued at over \$200m. Gateway reviews for projects with an expected capital expenditure of more than \$200m will be required.	Our strong plan for a stronger economy	By June 2026 First 100 days: inform the Head of State Service of Infrastructure Tasmania's role as detailed	DSG			
25 - 0971	Establish formal Government-Business Charter	A re-elected Liberal Government will establish a formal Government-Business Charter in partnership with the Tasmanian Chamber of Commerce and Industry (TCCI) to support stronger collaboration between business and government. Draft framework to be developed within the first 100 days of Government.	Our strong plan for a stronger economy	First 100 days: develop draft framework	DSG			
25 - 0972	Biannual industry summits with TCCI and key peak bodies	Convene biannual industry summits with the TCCI and key peak bodies, attended by the Premier and Cabinet Ministers, to directly engage with business on emerging issues, challenges and opportunities. The first summit will be within 100 days of forming government.	Our strong plan for a stronger economy	100 days	DSG			
25 - 0980	Finalise new native sawlog contracts to 2040 for existing customers of Sustainable Timber Tasmania	Finalise new native sawlog contracts to 2040 for existing customers of Sustainable Timber Tasmania within 250 days of forming Government – ensuring continued confidence in Tasmania's renewable native forest resource.	Our strong plan for a stronger economy	First 100 days: commence contracting process	DSG			
25 - 0982	Complete plantation sawlog contracting arrangements	Sustainable Timber Tasmania to complete plantation sawlog contracting arrangements within 250 days of forming Government to support the growth of high-quality on-island processing and maximise value from Tasmania's plantation estate.	Our strong plan for a stronger economy	First 100 days: recommence contracting EOI process First 250 days: complete contracting arrangements	DSG			
25 - 0994	Trade Ready Tasmania - 6-month industry engagement program	A 6-month industry engagement program to co-design Tasmania's next Trade Strategy with exporters, sector leaders and regional stakeholders. Commence within first 100 days.	Our strong plan for a stronger economy	First 100 days: commence co-design	DSG			
25 - 1000	Tasmanian Development Board expansion and Strategy development	We will expand the mandate and capability of the Tasmanian Development Board to play a more proactive, independent and strategic role in driving investment, economic diversification and job creation. Under our reforms, the Board will be immediately tasked with leading the development of a new Economic Diversification and Investment Strategy for Tasmania. This Strategy will be delivered within 6 months.	Our strong plan for a stronger economy	First 100 days: Board to be tasked with developing Strategy Strategy delivered within 6 months	DSG			
25 - 1029	Investment in Northern Tasmania Building and Construction Training Centre	Supporting Master Builders Tasmania's feasibility study to determine the viability of a Northern Tasmania Building and Construction Training Centre through a \$300,000 investment. Commence the study in the first 100 days.	Our strong plan for a stronger economy	First 100 days: commence the feasibility study	DSG			
25 - 1063	Audit of Statutory Licences, Permits and Approvals	A re-elected Tasmanian Liberal Government will have the audit completed in 2025.	Our strong plan for a stronger economy	First 100 days: complete first tranche of audit. See 25-1123	DSG			
25 - 1064	Small Business Start-Up Permit	A re-elected Tasmanian Liberal Government will table legislation for the new Small Business Start-Up Permit before the end of 2025.	Our strong plan for a stronger economy	First 100 days: release draft legislation discussion paper	DSG			
25 - 1065	Red Tape Reduction eHub	Release a report on the first six months of the operation of the eHub in September 2025.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1087	16 new homes under the Modular Construction Program	Deliver a further 16 new homes under the Homes Tasmania Modular Construction Program with a further 200 modular homes to be added to the Program. NOTE: this is an extension of commitment no 25-0007 - Expansion of the ModHomes Program	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			

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Priority	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 1089	Consultation on Bill to speed up the process for making new Housing Land Supply Orders	Release for consultation a Bill under the Housing Land Supply Act to speed up the process for making new Housing Land Supply Orders.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 1090	Crawford Review	Table the Crawford Review into Homes Tasmania and the Government's response, to improve the capability of Homes Tasmania to deliver for all Tasmanians.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 1099	Ship loader at Bell Bay	TasPorts to identify a preferred contractor for the new \$15 million ship loader at the Port of Bell Bay	Our strong plan for a stronger economy	100 days	DSG			
25 - 1103	Strategic Benefits Payment	Return to the negotiating table in good faith with TasFarmers on the Strategic Benefits Payment.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1104	Release Critical Minerals Prospectus	Release the Critical Minerals Prospectus and work with the industry to ensure the remainder of the Strategy meets their needs.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1114	Berth 3 infrastructure	Continue work to deliver Berth 3 infrastructure by October 2026, including installation of 60 per cent of pile casings, installation of 60 per cent of bridge deck beams to the fixed loading ramp and installation of 25 per cent of site utilities.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1115	Investigation into sand supply and demand	Release outcomes of Mineral Resources Tasmania's investigation into sand supply and demand.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1117	Transport to support the Stony Rises Development	Finalise the review into matters relating to transport to support the Stony Rises Development.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1118	Mining and Aggregates sector improvements	Establish a framework to implement regulatory and departmental process efficiencies to improve broader business and industry outcomes focused on Mining and Aggregates sectors.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1123	Audit of Statutory Licences, Permits and Approvals	Complete the first tranche of the audit of all State and local licences, permits and approvals, to remove unnecessary barriers, in line with the Government's War on Red Tape. NOTE: see 25-1053	Our strong plan for a stronger economy	100 days	DSG			
25 - 1125	Red Tape Reduction Industry Taskforce	Resume meetings with the Red Tape Reduction Industry Taskforce.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1126	Process for underground power connections for private residences	Deliver an improved approval process for underground power connections for private residences, as part of the Government's War on Red Tape.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1128	Commence implementation of the first Youth Jobs Strategy Demonstration Project	Commence implementation of the first Youth Jobs Strategy Demonstration Project, which will develop, test and refine smooth, accessible pathways from school to jobs and a recruitment pipeline for industry to meet skills demands.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1129	Progress legislation to establish Development Assessment Panels	Progress legislation to establish Development Assessment Panels.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1132	Release for consultation the Southern Tasmania Regional Land Use Strategy	Release for consultation the Southern Tasmania Regional Land Use Strategy.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1133	Automotive training delivery in the south	Work with industry, TasTAFE and stakeholders to deliver a practical solution to continue automotive training delivery in the south following the unexpected closure of the Campbell Street workshop.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1135	Shearing and wool handling centre	Announce lock-up stage for Tasmania's first shearing and wool handling innovative centre at Campbell Town.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1138	Midway Point park and ride facility	Complete the Midway Point park and ride facility.	Supporting our communities	100 days	DSG			
25 - 1139	Construction on the Claremont park and ride facility	Commence construction on the Claremont park and ride facility.	Supporting our communities	100 days	DSG			
25 - 1140	Launch a new online business continuity planning tool	Launch a new online business continuity planning tool to complement the existing emergency event management information and tools available on the Business Tasmania website.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1141	Launch the Veterinarian Attraction Package	Launch the Veterinarian Attraction Package.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1142	Launceston Regional Bus Transit Centre	Open the new Launceston Regional Bus Transit Centre.	Supporting our communities	100 days	DSG			
25 - 1143	Bellerive ferry terminal	Release the tender for the Bellerive ferry terminal.	Supporting our communities	100 days	DSG			
25 - 1147	Announce the "Net Benefit Offsets" proposal	Announce the "Net Benefit Offsets" proposal, a contemporary model for Carbon Offsets, to allow for scientific research and development	Our strong plan for a stronger economy	100 days	DSG			
25 - 1148	Appoint the design and development contractor for the Macquarie Wharf 6 redevelopment project	Appoint the design and development contractor for the Macquarie Wharf 6 redevelopment project.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1149	Release tender for the construction of works to widen and realign the Tasman Highway	Release tender for the construction of works to widen and realign the Tasman Highway over 1.3 kilometres to the north of Triabunna, subject to federal environmental approvals.	Supporting our communities	100 days	DSG			
25 - 1150	TRANSLink precinct's continued expansion	Request that TasNetworks provide a briefing to the Minister for Energy within the first 100 days of Government on options to progress the works required to increase capacity and support the TRANSLink precinct's continued expansion.	Our strong plan for a stronger economy	100 days	DSG			

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Primary	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 1156	Release the Grassy Harbour Port expansion study	Release the Grassy Harbour Port expansion study	Our strong plan for a stronger economy	100 days	DSG			
25 - 1160	Upgrades at Port of Grassy	TasPorts to finalise the upgrades at Port of Grassy, including navigational aids, installation of new lights, wharf flooding, buoys and an AIS/VHF antenna system.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1161	Glenorchy Sports Centre	Release the tender for the construction of the \$28 million Glenorchy Sports Centre	Supporting our communities	100 days	DSG			
25 - 1162	Legislative and regulatory changes to the Mineral Resources Development Act. Related: 25-1001	Convene a roundtable between MRT, TMEC, CCAA and AMEC on proposed legislative and regulatory changes to the Mineral Resources Development Act.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1163	South Arm Highway/Acton Road intersection upgrade	Finalise detailed designs for the South Arm Highway/Acton Road intersection upgrade.	Supporting our communities	100 days	DSG			
25 - 1164	Early Years Workforce Development Fund	Launch the Early Years Workforce Development Fund to grow the early childhood education and care workforce, with applications to be invited for scholarships to support students studying education and care qualifications who are working with a Tasmanian early childhood service.	Supporting our communities	100 days	DSG			
25 - 1165	Release Spirit IV costs	Release updated costs related to the required leasing arrangements for Spirit IV.	Our strong plan for a stronger economy	100 days	DSG			
25 - 1182	Registered Training Organisation to undertake firearm safety training	Open the tender process to secure a second Registered Training Organisation to undertake firearm safety training in Tasmania.	Supporting our communities	100 days	DSG			
25 - 1185	Crisis and transitional housing for veterans	Partner with RSL Tasmania to build additional crisis and transitional housing for veterans. Match the Commonwealth's \$1.8 million commitment under the Veterans' Acute Housing Program, Homes Tasmania will work with RSL Tasmania to deliver the new homes, which will be funded from their existing Budget.	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DSG			
25 - 0159	Modernising Liquor Licensing Laws	Committed to cutting red tape and modernising liquor licensing laws by introducing a 10-day deemed approval rule, streamlining turnaround times, creating fit-for-purpose licence categories, replacing multiple permits, and implementing a fairer, risk-based fee structure to reduce costs for businesses.	Our strong plan for a stronger economy	First 100 days: consult with key stakeholders on reforms.	DTF			
25 - 0596	Launch State-owned Insurance Company (Tassure)	A Tasmanian insurer focused on fairness, affordability, and local protection. Tassure will offer affordable insurance for home, contents, small business, community groups and events, and regional insurance. Tassure will operate in conjunction with MAIB, utilising the strong MAIB balance sheet to establish the business. It will not impact compulsory motor insurance premiums. Initial products offered by Tassure will include: - Home and contents insurance; - Small business insurance; - Community groups and event insurance; and - Regional insurance.	Our strong plan for a stronger economy	First 100 days: legislation	DTF			
25 - 1083	Extend the payroll tax for apprentices	Legislate to extend the payroll tax for apprentices, making it cheaper for employers to train tradespeople	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DTF			
25 - 1086	Stamping out Stamp Duty for first home buyers	Stamping out Stamp Duty for first home buyers	Taking action on the cost of living and providing more housing options for Tasmanians	100 days	DTF			
25 - 1098	Updates to tax legislation	Progress updates to tax legislation, such as enhancing flexibility in land tax payment options.	Our strong plan for a stronger economy	100 days	DTF			
25 - 1102	Treasury Buildings Repurposing Project	Progress to the Expression of Interest phase for the Treasury Buildings Repurposing Project	Our strong plan for a stronger economy	100 days	DTF			
25 - 1181	Gaming Care officers	Consult with key stakeholders on the commencement of Gaming Care officers to minimise the potential harm caused by gambling.	Supporting our communities	100 days	DTF			
25 - 0835	Stakeholder permit changes - Crown land	Remove the need for individual stallholders and food or drink vendors to hold a single Business Licence when involved in an event held on Crown land. One Business Licence will be issued to the Event Holder/Manager as part of the overarching permit.	Supporting our communities	First 100 days: commence drafting legislation to enable this.	NRET			
25 - 0917	Long-Term Agriculture Strategy	Open consultation on a new Long-Term Agriculture Strategy to boost productivity and unlock opportunities across freight, agritourism, education, infrastructure and workforce development.	Our strong plan for a stronger economy	100 days	NRET			
25 - 0970	Establish on-ground control action plan	Continue to support landowners to take on-ground action to control invasive species, including feral cats, wasps and rabbits. An action plan will be established within the first 100 days of Government.	Our strong plan for a stronger economy	100 days	NRET			
25 - 0976	Reduce deer impacts under the Wild Fallow Deer Management Plan	Reduce deer impacts with \$2.25 million implementation of the Wild Fallow Deer Management Plan & Strategy, including: » Continued trial of commercial use of wild fallow deer for human consumption, consulting with stakeholders on the outcome of the trial within 250 days of forming government. » Providing increased access to public land for recreational hunting and control programs and ongoing management on Crown Land and peri-urban areas (relates to 25-1100). » Streamlining permits to remove red tape and make it easier for farmers planting the controls they need to control deer on private land. » Farm Assist Program connecting farmers and hunters to control deer. » Develop the next deer plan after review of survey results.	Our strong plan for a stronger economy	250 days allocated for the trial of commercial use of wild fallow deer. No established timeframe for the other commitments listed.	NRET			
25 - 1100	Eradication of deer Related: 25-0976	Finalise work required to streamline Zone 1 permits for the eradication of deer under the Deer Management Plan.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1101	Recreational hunting to manage deer Related: 25-0976	Progress work with key stakeholders to unlock more public or private land for recreational hunting to manage deer and improve access management tools.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1110	Huon Pine fell-harvesting salvage	Complete the review of the initial scoping of the Huon Pine fell-harvesting salvage study and commence full study.	Supporting our communities	100 days	NRET			
25 - 1137	Permits for small-scale meat processors	Develop a roadmap for small-scale meat processors outlining the approvals and permits they need to get started and maintain a business.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1157	Walking track in Stanley	Commence construction of a new walking track from Godfreys Beach to the base of the Nut at Stanley, improving the visitor experience at the Nut State Reserve.	Supporting our communities	100 days	NRET			

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Primary	Commitment - Short Title	Commitment Detail	Theme	Timeline	Lead Agency	DPAC Business Unit	Implementation Considerations	Agency Notes
25 - 1158	Mount Montgomery-Mount Dial Loop Walking track	Complete the first stage of track works for the Mount Montgomery-Mount Dial Loop Walking track in the Dial Range Reserve.	Supporting our communities	100 days	NRET			
25 - 1159	Edge of the World Revitalisation Project	Release site concept plan for public consultation on the Edge of the World Revitalisation Project.	Supporting our communities	100 days	NRET			
25 - 1166	Dog welfare legislation	Release proposed dog welfare legislation for public consultation.	Supporting our communities	100 days	NRET			
25 - 1170	Amendments to the Copper Mines of Tasmania Agreement and the Acid Drainage Reduction Act	Facilitate the necessary amendments to the Copper Mines of Tasmania Agreement and the Acid Drainage Reduction Act.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1173	Round 3 of the High Priority Infrastructure Grants	Open Round 3 of the High Priority Infrastructure Grants to improve the State's recycling and resource recovery infrastructure, prioritising initiatives that divert waste from landfill, advance the circular economy and strengthen Tasmanian waste management systems.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1175	Round 3 of the Waste Levy and Data Readiness Grants	Release Round 3 of the Waste Levy and Data Readiness Grants - helping waste operators upgrade facilities and enhance skills to support recycling and reuse in Tasmania's circular economy.	Our strong plan for a stronger economy	100 days	NRET			
25 - 1180	Release the Consultation Report on the Threatened Species Strategy for Tasmania.	Release the Consultation Report on the Threatened Species Strategy for Tasmania.	Supporting our communities	100 days	NRET			

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